




*A Bear Facts Special Edition*  
**2012**  
*ANNUAL REPORT*



**AFGHANISTAN**



**KUWAIT**



**STATESIDE**

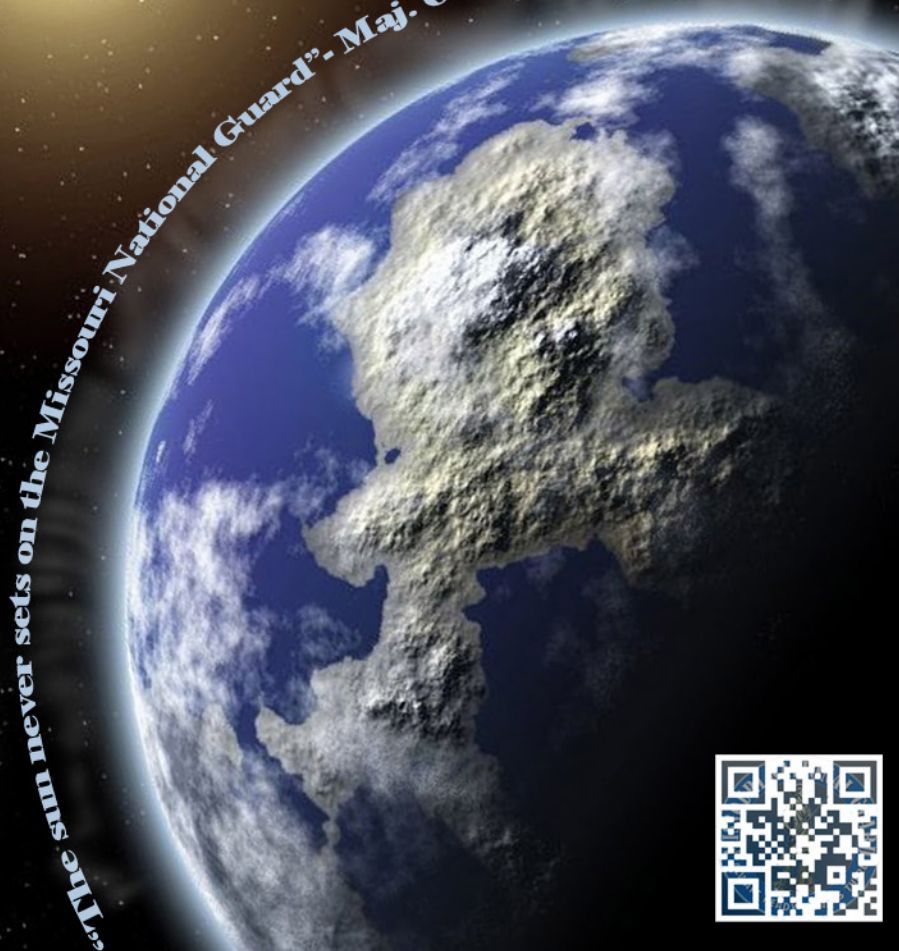


**QATAR**



**SINAI**

*"The sun never sets on the Missouri National Guard" - Maj. Gen. Stephen L. Danner*





Jeremiah W. (Jay) Nixon  
Governor



STATE OF MISSOURI  
**OFFICE OF THE ADJUTANT GENERAL**  
DEPARTMENT OF PUBLIC SAFETY  
IKE SKELTON NATIONAL GUARD TRAINING SITE  
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JEFFERSON CITY, MISSOURI 65101-1203  
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Stephen L. Danner  
Major General, MONG  
The Adjutant General



Gov. Jeremiah W. (Jay) Nixon

Dear Governor Nixon,

I am pleased to present you this 2012 Annual Report of your Missouri National Guard. After 11 years of war, the National Guard stands as a battle-hardened force with the most seasoned leadership in its 376-year history. At home, our Soldiers and Airmen continue to serve their communities and neighbors in a myriad of ways.

Overseas, our Soldiers and Airmen continued to perform magnificently. Our Agribusiness Development Team completed its mission in Nangarhar Province, leaving that region with an economic foundation they can build on. Security Forces Airmen from the 139th Airlift Wing were among the last troops to return from Iraq, leaving that country with their heads held high and the knowledge that we had taken the Iraqis destiny out of the hands of a brutal dictator and put it into their own. Hundreds of Soldiers continued to support efforts in Afghanistan, while others supported missions in the Sinai and Qatar.

Hundreds of Soldiers travelled to Honduras and Guatemala to support U.S. Army South's Beyond the Horizon mission. While there, they built schools and clinics and served as good will ambassadors for the United States.

At home, the Missouri's Citizen-Soldiers and Airmen have continued to set the standard for the Guard's state mission. We remained on duty in Joplin, helping the community rebuild through the Disaster Recovery Jobs Program. When President Obama joined you in speaking at the first Joplin High School graduation since the tornado, we were there, helping the community through that large event. We aided Branson following their tornado. Our Homeland Response Force – one of only 10 in the nation – earned its validation this year.

We continued to serve as an economic engine in Missouri. Our total economic impact was more than \$1.2 billion. We opened our Air Assault School at Camp Crowder, and received hundreds of millions of federal dollars for building and equipment, including 24 new aircraft for the 1-135th Aviation Battalion.

Our 11,500 Soldiers and Airmen appreciate your inspired leadership and continued support. Know that no matter what challenges the future holds, your Missouri National Guard is always ready, always there, locally and globally.

Very Respectfully,

Stephen L. Danner  
Major General, MONG  
The Adjutant General



Maj. Gen. Stephen L. Danner

# MISSOURI NATIONAL GUARD

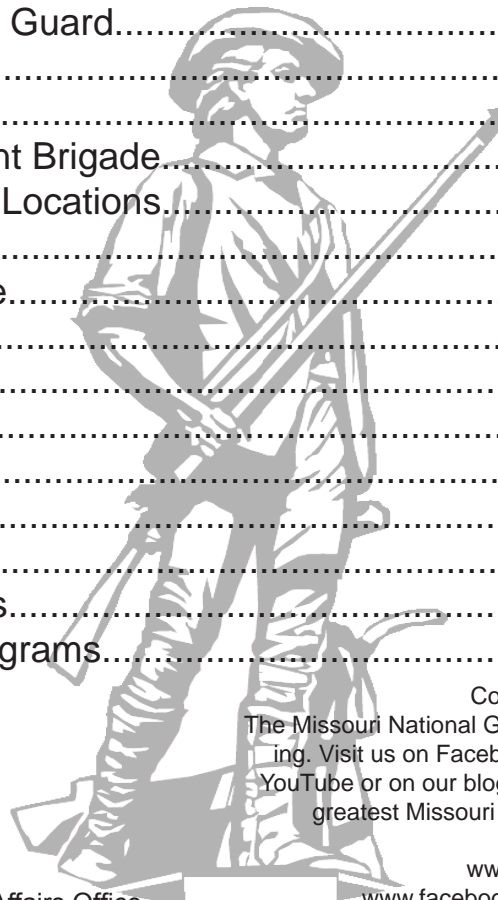
## 2012 ANNUAL REPORT

Maj. Gen. Stephen L. Danner  
Adjutant General  
Command Sgt. Maj. James Schulte  
State Command Sergeant Major  
Command Chief Master Sgt. Laura L. Clark  
State Command Chief

The Missouri National Guard has a long, proud history of serving the state and nation. With more than 11,500 Soldiers and Airmen, the Missouri National Guard stands ready to meet its dual state and federal mission.

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#### Connect with us Online!

The Missouri National Guard is a national leader in social networking. Visit us on Facebook, Flickr, MySpace, Pinterest, Twitter, YouTube or on our blog. Become a fan, and learn the latest and greatest Missouri National Guard news as it happens.

Missouri National Guard Public Affairs Office  
For more information, please contact us at (573) 638-9846 or  
via e-mail at [ngmo.pao@us.army.mil](mailto:ngmo.pao@us.army.mil).  
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# Strategic Plan

## EXECUTIVE SUMMARY

In an effort to preserve a highly-skilled and experienced force and to position the Army and Air National Guard for success in future budget discussions, the adjutant general set a strategic course for the Missouri National Guard. Focusing on retention of high-performing, high-quality Soldiers and Airmen and recruiting the best Missouri and surrounding states have to offer, the Missouri National Guard will achieve a "quantity of quality" force steeped in a "culture of readiness." Quality is defined by those who meet the long-term and annual qualifications for continued military service all of the time.

The "quantity of quality" philosophy emphasizes a rigorous approach to following law, regulation, policies, core values and fair processes. As an organization, the Missouri National Guard expects physical fitness, personal accountability, and morally and legally acceptable behavior on and off duty.

Using strategic planning principles taught to senior officers in their continuing professional development education courses and

applying the successful business best-practice self-assessment tools known as the Baldrige Criteria, the Missouri National Guard launched its second strategic plan for the force at its annual commander's conference.

The previous plan focused leaders on improving individual readiness marks measured by the National Guard Bureau, propelling Missouri from 37th out of 54 states and territories to fourth in a matter of less than 18 months.

Building on success and refining strategic goals will enable the Missouri Guard to efficiently sustain and codify its best practices and to better position leadership to keep currently assigned units and to market the state to accept additional units - even in an emerging budget constrained environment. More importantly, the strategic focus on readiness at the individual Soldier and Airman level significantly increases ability to rapidly respond in support of civil authorities throughout the state in the event of natural or man-made disasters or emergencies.

## MISSION

The Missouri National Guard organizes, trains and prepares a Family and community-based force of ready Citizen-Soldiers and Airmen as units to defend and serve the people of Missouri and the United States of America.

## VISION & VALUES

The Missouri National Guard is a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.

**S**oldier, Airman and Family focused

**H**onor in all we do

**O**pportunities for all

**W**illing to learn

**M**eet changing demands

**E**mpower and mentor



## STRATEGIC GOALS

**Goal I:** Achieve a culture of readiness

**Goal II:** Empower the organization

**Goal III:** Optimize responsible resource management

[http://www.moguard.com/cmss\\_files/attachmentlibrary/MissouriArmyNationalGuardStrategicPlan2012.pdf](http://www.moguard.com/cmss_files/attachmentlibrary/MissouriArmyNationalGuardStrategicPlan2012.pdf)



Traditional Guard Pay	\$135,014,434
Active Guard Pay	\$96,705,816
Civil Service Technician Pay	\$112,589,572
Mobilized Pay	\$105,236,342
State Pay	\$3,088,929
<b>TOTAL GUARD RELATED PAYROLLS:</b>	<b>\$452,635,093</b>
Total Contracts	\$267,906,057
Supplies, Equipment, Maintenance, Repair	
Local Construction Projects, State and Federal Operations	\$12,019,997
<b>TOTAL GUARD RELATED OPERATIONAL EXPENDITURES:</b>	<b>\$279,926,054</b>
<b>TOTAL MISSOURI GUARD EXPENDITURES:</b>	<b>\$732,561,147</b>
x Missouri National Guard Multiplier	1.70
<b>TOTAL ECONOMIC IMPACT</b>	<b>\$1,245,353,949</b>

Through its community-based organization, federal and state funding for Missouri National Guard (ARNG/ANG) activities provides an economic benefit to communities throughout Missouri as the money received is turned over several times in every segment of the state economy.

This unique presence is financially supported through a mixture of federal and state funding. Economic benefits occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY12, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated by 1.70 times to reflect the National Guard

Bureau economic money-multiplier effect of dollars in action throughout Missouri communities.



<b>CITY (County)</b>	<b>TOTAL</b>
ALBANY (GENTRY)	\$3,595,508
ANDERSON (McDONALD)	\$1,727,662
ARNOLD (JEFFERSON)	\$14,854
AURORA (LAWRENCE)	\$4,789,539
BALLWIN (ST LOUIS)	\$19,411
BOONVILLE (COOPER)	\$4,472,518
CAMDENTON (CAMDEN)	\$15,701
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$7,559,308
CARTHAGE (JASPER)	\$4,166,480
CENTERTOWN (COLE)	\$20,009
CHILLICOTHE (LIVINGSTON)	\$3,178,819
CLINTON (HENRY)	\$4,425,457
COLUMBIA (BOONE)	\$13,298,422
DeSOTO (JEFFERSON)	\$2,378,818
DEXTER (STODDARD)	\$2,380,539
DONIPHAN (RIPLEY)	\$1,609,301
FARMINGTON (ST FRANCOIS)	\$7,379,582
FESTUS (JEFFERSON)	\$6,623,836
FLORISSANT (ST LOUIS)	\$33,914
FREDERICKTOWN (MADISON)	\$1,009,063
FORT LEONARD WOOD (PULASKI)	\$18,092,920
FORT LEONARD WOOD Air (PULASKI)	\$1,208,205
FULTON (CALLAWAY)	\$3,780,821
HANNIBAL (MARION)	\$18,422,563
HARRISONVILLE (CASS)	\$6,687,433
INDEPENDENCE (JACKSON)	\$3,808,741
JACKSON (CAPE GIRARDEAU)	\$2,223,437
JEFFERSON BARRACKS (ST LOUIS) Army	\$31,131,855
JEFFERSON BARRACKS (ST LOUIS) Air	\$20,159,683
JEFFERSON CITY Army (COLE/CALLAWAY)	\$110,692,755
JEFFERSON CITY Air (COLE/CALLAWAY)	\$5,882,917
JOPLIN (JASPER)	\$6,647,960
KANSAS CITY (JACKSON)	\$24,820,658
KENNETT (DUNKLIN)	\$15,629,917
KINGSHIGHWAY	\$40,122
KIRKSVILLE (ADAIR)	\$1,587,244
LAMAR (BARTON)	\$614,709
LEBANON (LACLEDE)	\$7,608,111
LEXINGTON (LAFAYETTE)	\$9,198,693
MACON (MACON)	\$7,071,343
MARSHALL (SALINE)	\$5,622,189
MARYVILLE (NODAWAY)	\$4,776,252
MEXICO (AUDRAIN)	\$4,240,781
MOBERLY (RANDOLPH)	\$1,876,432
MONETT (BARRY)	\$3,236,803
NEOSHO (NEWTON) Camp Crowder	\$3,632,166
NEVADA (VERNON) Camp Clark	\$5,458,925
OZARK (CHRISTIAN)	\$21,728
PERRYVILLE (PERRY)	\$2,828,027
PIERCE CITY (LAWRENCE)	\$3,528,606
POPLAR BLUFF (BUTLER)	\$4,388,382
PORTAGEVILLE (NEW MADRID)	\$1,806,227
RAYTOWN (JACKSON) Field Maintenance Shop	\$1,574,437
RICHMOND (RAY)	\$4,630,865
ROLLA (PHELPS)	\$3,516,195
SALEM (DENT)	\$4,187
SEDALIA (PETTIS)	\$7,617,508
SIKESTON (SCOTT)	\$1,837,771
SPRINGFIELD (GREENE)	\$53,773,297
ST. CLAIR (FRANKLIN)	\$3,810,540
ST. JOSEPH (BUCHANAN) Air	\$85,407,072
ST. JOSEPH (BUCHANAN) Army	\$7,858,280
ST. LOUIS (ST LOUIS) Air	\$26,642,921
ST. LOUIS (ST LOUIS) Army	\$15,209,098
ST. PETERS (ST CHARLES)	\$13,882,771
TRENTON (GRUNDY)	\$15,762,129
WAPPAEELLO (WAYNE)	\$184,729
WARRENSBURG (JOHNSON)	\$8,056,641
WARRENTON(WARREN)	\$6,219,329
WEST PLAINS (HOWELL)	\$2,244,905
WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$49,764,609
WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$19,138,517
<b>TOTAL:</b>	<b>\$732,561,147</b>



# Stateside Operations

## MISSION

The Missouri National Guard's state mission is to support the governor by providing trained personnel and unit equipment to protect life and critical infrastructure, and to maintain peace, order and public safety.

## DEFENSE SUPPORT TO CIVILIAN AUTHORITIES

**Missing Child Search:** The Missouri National Guard provided support to the Kansas City Office of the Federal Bureau of Investigation. Twenty-five Soldiers aided in the search for a missing person from Oct. 15-17, 2011.

**Operation Leap Day Twister:** The Missouri National Guard responded to a tornado that hit parts of Branson, on Feb. 29, 2012. The Guard sent 74 service members to support local authorities. The joint operations center provided coordination and support for all mobilized Guard assets from March 1-14, 2012.

**Operation Show-Me Southwest Twister:** The Missouri National Guard continued to provide support for the community of Joplin. On May 22, 2011, an incredibly destructive tornado ravaged the city of Joplin and surrounding communities. The Missouri National Guard mobilized personnel, at the height of response, to assist civil authorities in conducting search and rescue, security operations (traffic control points and security patrols), and assisting with transport and establishment of the mobile medical unit. The Missouri National Guard was also charged with debris clean-up oversight

and coordination. In this regard, the Guard provided personnel and developed debris clearance tracking mechanisms, liaised with municipal/state/federal partners, and resolved various contentious issues (private property, titled property, etc.) resulting in a highly successful rapid removal process.

**President of the United States:** The Missouri National Guard's Homeland Response Force, in coordination with the joint operations center, planned, coordinated and implemented a successful "security" operation for the 2012 President of the United States visit to Joplin.

**All Star Game:** The Missouri National Guard's 7th Civil Support Team, in coordination with the joint operation center, organized, planned and coordinated the security support for the 2012 All Star Game in Kansas City.

**Operation Cold Case:** The Missouri National Guard provided support for civil authorities through the supervision of the Disaster Relief Jobs Program and assisted local government with administrative assistance and field work during Operation Cold Case. Support included up to seven service members from Sept. 1, 2011, through June 30, 2012.

## STATE EMERGENCY DUTY ROLL-UP

YEAR	MONTH	PERSONNEL	DESCRIPTION	AREA/TOWN
2005	AUG/SEP	2,000 Soldiers/Airmen	Hurricane Katrina Response	State of Louisiana
2006	APR	55 Soldiers	Tornado Response	Caruthersville
	JUL	625 Soldiers	Summer Storms	St. Louis
	SEP	100 Soldiers	Amber Alert Assistance	Franklin County
	DEC	250 Soldiers	Winter Storms	St. Louis; St. Louis County
2007	JAN	525 Soldiers	Ice Storms	SW MO; Central MO; St. Louis
	FEB	20 Soldiers/Airmen	Bio-Hazard Threat	University of Missouri - Rolla
	MAY	130 Soldiers	Flood Response	NW MO
	AUG	20 Soldiers/Airmen	Chemical Hazard Response	Lee's Summit, MO
	NOV	230 Soldiers/Airmen	F-15 Crash Response	Boss, MO
	DEC	250 Soldiers/Airmen	Winter Ice Storms	SW MO; NW MO
2008	FEB	30 Soldiers	Ice Storm	SE MO (Cape Girardeau)
	MAR	25 Soldiers/Airmen	Flood Response	SE MO (Piedmont; Marble Hill)
	MAY	20 Soldiers	Tornado Recovery	SW MO (Granby; Newtonia)
	MAY	20 Soldiers/Airmen	Chemical Hazard Response	Lebanon, MO
	JUN/JUL	1,200 Soldiers/Airmen	Flood Response	Upper Mississippi River
	AUG/SEP	1,200 Soldiers/Airmen	Hurricane Gustav Response	State of Louisiana
	SEP	14 Soldiers	Hurricane Ike Response	State of Texas
2009	JAN/FEB	400 Soldiers/Airmen	Winter Ice Storms	SE MO
	MAR/APR	12 Soldiers	Winter Storms/Flood	State of North Dakota
2010	MAY	8 Soldiers	Oil Spill Response	State of Louisiana
	JUN	50 Soldiers/Airmen	Flood Response	St. Joseph
2011	JAN/FEB	600 Soldiers/Airmen	Blizzard Response	Statewide
	APR	89 Airmen	Tornado Response	St. Louis
	APR/MAY	700 Soldiers/Airmen	Flood Response	Lower Mississippi River
	MAY-	275 Soldiers/Airmen	Tornado Response	Joplin
	JUN-DEC	500 Soldiers/Airmen	Flood Response	Missouri River
	OCT	25 Soldiers	Missing Child Search	Kansas City
2012	FEB/MAR	100 Soldiers	Tornado Response	Taney & Stone County (Branson)



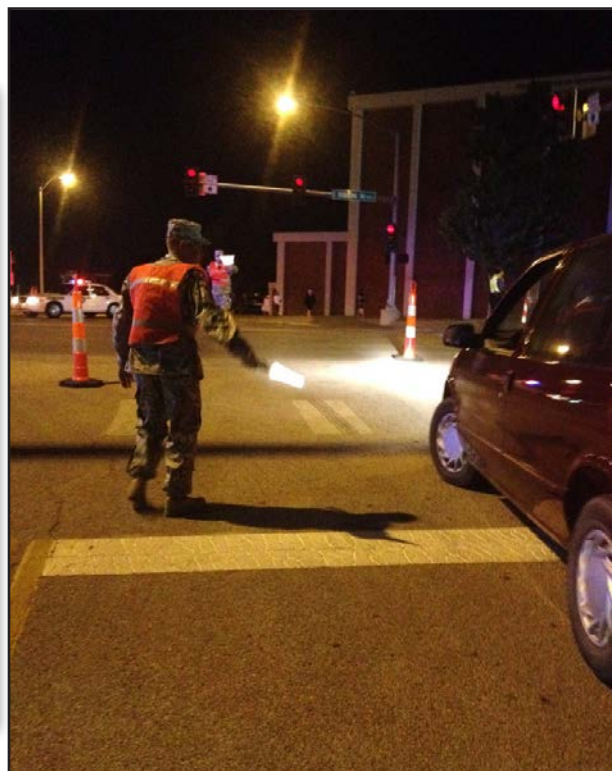
Ann Keyes/Missouri National Guard  
Citizen-Soldiers with the Missouri National Guard assisted local law enforcement in Branson, following the community's Leap Day tornado.



Matthew J. Wilson/Missouri National Guard  
Missouri National Guard Sgt. 1st Class Juan Gallego and Capt. Richard Sambolin were among the members of the 7th Weapons of Mass Destruction Civil Support Team who helped provide security and assist first responders during the three days of the 2012 Major League Baseball All-Star Game festivities in Kansas City.



Rachel Knight/Missouri National Guard  
Twenty-five Soldiers from the 1139th Military Police Company in Harrisonville assisted the FBI and local law enforcement agencies in a search for clues to the disappearance of baby Lisa Irwin on Sunday, Oct. 16, 2011.



Jennifer Archdekin /Missouri National Guard  
Upon the conclusion of Joplin High School's graduation ceremony on May 21, Missouri National Guardsman Sgt. Benjamin Pharris, of the 1138th Military Police Company in Springfield, directs traffic on the campus of Missouri Southern State University. Pharris was one of nearly 300 Citizen-Soldiers who supported the commencement visit of President Barack Obama and Gov. Jay Nixon.



# Federal Operations

## MISSION

The Missouri National Guard supports national military objectives by providing trained and equipped Soldiers and Airmen for federal mobilization. From October 2011 through September 2012, the Missouri National Guard deployed 1,503 Soldiers and 274 Airmen around the world in support of Overseas Contingency Operations.

## FEDERAL DEPLOYMENTS



### Army National Guard Units Deployed Fiscal Year 2012

• Company A, Aviation Support Group	Aurora
• 175th Military Police Battalion	Columbia
• 1138th Engineer Company (SAPPER)	Farmington
• 2175th Military Police Company	Hannibal
• 1138th Transportation Company	Jefferson Barracks
• Joint Force Headquarters – Missouri (Elements)	Jefferson City
• Agribusiness Development Team V	Jefferson City
• Agri-Business Development Team VI	Jefferson City
• 229th Multifunctional Medical Battalion	Jefferson City
• 835th Combat Sustainment Support Battalion	Jefferson City
• 1137th Military Police Company	Kennett
• 35th Combat Aviation Brigade	Sedalia
• 935th Aviation Support Group	Springfield
• Detachment 3, 185th Theater Aviation Company (C-23)	Springfield
• Detachment 3, Company F, 1-169th Aviation (MEDEVAC)	Springfield
• 3175th Chemical Company	St. Peters
• 548th Transportation Company	Trenton
• Company C, Aviation Support Group	Warrensburg
• 1/135th Aviation Battalion (Elements)	Whiteman AFB

### Air National Guard Units Deployed Fiscal Year 2012

• 131st Bomb Wing	Whiteman AFB
• 139th Airlift Wing	St. Joseph
• 121st Civil Air Control Squadron	St. Louis
• 157th Air Operations Group	St. Louis

## STATE AND FEDERAL CAPABILITIES

### Aviation

*Army/Air Guard*

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations

### Engineer

*Army/Air Guard*

- Barrier construction
- Health and wellness checks
- Horizontal and vertical construction
- Emergency route clearance
- Search and rescue and
- Security operations

### Infantry

*Army Guard*

- Health and wellness checks
- Search and rescue
- Security operations

### Medical

*Army/Air Guard*

- Health and wellness checks
- Medical assistance
- Sustainment operations

### Military Police

*Army/Air Guard*

- Health and wellness checks
- Search and rescue
- Security operations

### Signal

*Army/Air Guard*

- Communications
- Network security

### Support Battalion/Units

*Army/Air Guard*

- Health and wellness checks
- Security Operations
- Sustainment operations

### Transportation

*Army/Air Guard*

- Distribution of supplies/equipment
- On- and off-road transportation

### Chemical, Biological, Radiological, and Nuclear

*Army/Air Guard*

- Military CBRN Forces Command and Control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving
- Incident Management Communications
- Hazard identification and mitigation advice





# Accomplishments

## MISSOURI RESERVE MILITARY FORCE

Over 50 Missouri National Guard retirees attended the first muster of the Missouri Reserve Military Force. This historic muster was conducted on March 24, 2012, at Ike Skelton Training Site. Maj. Gen. Stephen L. Danner, adjutant general of the Missouri National Guard, administered the oath to the initial members of the Missouri Reserve Military Force and provided his vision for the mission and organization of the reserve force. Specific training topics during this muster included an organizational overview brief and current guidance on reserve force utilization, Defense Support to Civil Authorities overview, and an overview of Guard emergency response planning and liaison officer responsibilities.

The National Guard has become such an integral part of the active components as an operational force that many states are standing up reserve forces to supplement state emergency and natural disaster assistance. Chapter 41 of the Revised Statutes of Missouri authorizes a standing organized militia including the Army National Guard, Air National Guard and the Missouri Reserve Military Force.

Danner has focused the mission of the Missouri Reserve Military Force on three principle tasks: first, to complement the National Guard in its mission to assist civil authorities in emergencies and natural disasters; second, to assist the National Guard in carrying out its mission to recruit, train, and prepare National Guard Soldiers and Airmen to deploy in service to the United States; and third, to assist Family members at home during deployments.

The initial recruitment for Missouri Reserve Military Force volunteers is focused on Missouri Army and Air National Guard retirees. Experience and knowledge of emergency and disaster operations in support of authorities are valuable assets to the state. It is only prudent that the initial stand up of a reserve force be through the

recruitment and utilization of an experienced and knowledgeable cadre of National Guard retirees.

The Guard needs the retirees' experience in each of the 114 counties and City of St. Louis to organize and lead volunteers to supplement our active National Guard. Retired Missouri National Guard Soldiers and Airmen have the unique opportunity to utilize their expertise, prior training, and military leadership skills to help local officials and the citizens of Missouri respond and recover during times of emergency.

Once Guard retirees are recruited to establish the organizational foundation of the reserve force, Missouri Reserve Military Force will begin to recruit Veterans of all military services and other professionally licensed personnel including, but not limited to doctors, dentists, attorneys, engineers, counselors, emergency responders, etc. Lastly, the reserve force will recruit citizens with special expertise who wish to volunteer. This will truly be a civilian skills oriented reserve force.

Missouri Reserve Military Force volunteers serve without pay and bear their own expense for service travel, uniforms and incidentals. Applicants and reserve members must self certify they are an able-bodied citizen, in good health, and capable of performing moderate physical activity (i.e. sandbagging, chainsaw operation, debris removal, search and rescue walking, etc.).

Serving in the reserve force provides a unique opportunity to still serve our state and nation.

If you are interested in becoming a volunteer member of the Missouri Reserve Military Force, please contact the Office of the Adjutant General at 573-638-9633 or by e-mail at [ngmo.mrf@ng.army.mil](mailto:ngmo.mrf@ng.army.mil).

## COUNCIL OF GOVERNORS

On Jan. 11, 2010, President Barrack Obama signed an executive order establishing a Council of Governors to strengthen the partnership between the federal and state government and enhance the protection of the homeland. The bipartisan council is composed of 10 state governors, selected by the president with input from governors and governors' associations to serve two-year terms.

The council has no more than five members from the same party and represents the nation as a whole. In addition to Missouri, governors from Arizona, Puerto Rico, Oklahoma, Virginia, Maryland, North Carolina, South Dakota, Vermont and Washington were appointed by the president.

The council reviews matters involving the National Guard; homeland defense; civil support; synchronization and integration of state and federal military activities in the United States; and other matters of mutual interest related to the council's charter.

Federal members of the council include the secretary of defense,

the secretary of homeland security, the assistant to the president for homeland security and counterterrorism, the assistant to the president for intergovernmental affairs and public engagement, the assistant secretary of defense for homeland defense and Americas security affairs, the U.S. Northern Command commander, the commandant of the Coast Guard, and the chief of the National Guard Bureau.

Missouri Gov. Jeremiah "Jay" Nixon and Maj. Gen. Stephen L. Danner, adjutant general of the Missouri National Guard, in conjunction with the Council of Governors, responded to the presidential budget fiscal year 2013 concerning the disproportionate impact on the National Guard and Missouri. Defense Secretary Leon Panetta agreed to work with the governors to put a process in place to ensure that state perspectives are better incorporated into future year's budget proposals. Nixon's ongoing work includes proposals for capturing homeland defense and civil support requirements to ensure state readiness in defense support of civil authorities.

## MISSOURI COMMUNITIES OF EXCELLENCE

The Missouri National Guard has participated in the Army Communities of Excellence program since 2010 utilizing the criteria from the Baldrige Performance Excellence Program. The program is a self-assessment tool utilized to evaluate the organization across six broad categories of performance and to report organizational success graphically.

An application packet for the Malcolm Baldrige National Quality Award is compiled by assigned category champions and forwarded to the National Guard Bureau for external evaluation. Trained examiners provide valuable external analysis of the organization in a feedback-report generated for the adjutant general. Through the

process of self-examination and evaluation the organization has improved processes and has identified opportunities for improvement.

- In 2012 the MONG completed their second, full Baldrige National Quality Award submission.

- As a result of their internal and external assessment, they made significant changes to the organization's strategic planning. Changes include: strategic plan deployment throughout the organization, alignment of the commander's readiness guidance and the yearly training guidance with the strategic plan, identified action plans, and improved performance metrics.

# STATE OF THE MISSOURI NATIONAL GUARD

## AIR NATIONAL GUARD

*The Missouri Air National Guard achieved 94.85 percent strength with 2,413 Airmen.*

## ARMY NATIONAL GUARD

*The Missouri Army National Guard achieved 100.4 percent strength with 8,991 Soldiers.*

## ORGANIZATION

The Missouri National Guard provides trained and ready forces to the governor of Missouri and the president.

Individual readiness is the cornerstone of

the formation and the organization prioritizes and focuses its resources on producing ready Soldiers.

Individually, Soldiers must be duty military

occupational specialty qualified, medically and administratively ready, professionally developed, physically and mentally resilient, proficient as leaders and disciplined.

## EQUIPMENT

The Missouri National Guard is currently equipped at 83 percent of critical dual use equipment necessary for sufficient response to state and federal missions.

Missouri National Guard equipment ex-

perienced very high levels of use during the last year as a result of pre-mobilization training and annual trainings.

Missouri continues to receive new equipment at historically record levels. Equip-

ment types received during the year include: Apache Longbow helicopters, light and medium trucks, Blue Force Tracker, weapons, navigation devices and night vision devices.

## OPERATIONAL FORCES

The Missouri Army National Guard continues to lean forward and prepare Soldiers and units for deployment in operations around the world to extend our capabilities and initiatives to protect Missourians as well as all citizens of our nation.

The 35th Combat Aviation Brigade is currently deployed in support of Operation Enduring Freedom - Kuwait, where they provide theater command and control to all aviation assets. The aviation brigade has active duty and National Guard units under their command. Their mission is building and maintaining partnerships with Kuwait and other NATO nations that support stability and security in the region. Stateside, the aviation brigade is a multi-functional brigade-sized unit with battalions offering a combination of attack helicopters (AH-64 Apache Longbow), reconnaissance helicopters (OH-58 Kiowa), medium-lift helicopters (UH-60 Black Hawk), and Medical Evacuation (MEDEVAC) capability. The 1-135th Attack Reconnaissance Battalion (AH-64 Apache Longbow) is preparing for deployment to Afghanistan in support of Operation Enduring Freedom.

The 35th Engineer Brigade continues to lead the way. The brigade is preparing multiple units for deployment in support of Operation Enduring Freedom, while simultaneously broadening Missouri National Guard image and relevance in Central America. The engineer brigade maintains its status as a contingency support brigade for U.S. Army South, and prepares to participate in "Inte-

grated Advance 13," a multi service event designed to exercise the U.S. Army South contingency plan in support of mass displaced civilians. The brigade is also preparing to provide command and control in training year 2014 for its third "Beyond the Horizons" mission.

70th Troop Command is tasked as the FEMA Region VII Homeland Response Force (HRF); one of only 10 HRFs nationwide. While capable as an all-hazards response force, the HRF is designed to respond to Chemical, Biological, Radiological, and Nuclear (CBRN) incidents. The HRF, when directed by proper authority and upon consent of the governor, alerts and assembles and deploys within 6-12 hours and conducts command and control; security; search and rescue/search and extraction; decontamination; and medical triage as needed in order to save lives and mitigate human suffering. Troop Command has spent the past 10 months building the HRF and was validated by the secretary of defense in March 2012.

The 110th Maneuver Enhancement Brigade is breaking new ground with U.S. Army Africa by conducting mission command for the Eastern Accord 2012 exercise in Arusha, Tanzania. The intent of the exercise is to share experiences and practices in countering violent extremism; build partnerships with Tanzania and other East African military forces; increase African partner nations' ability to counter violent extremism and to increase the readiness of the brigade.

## PLANNING AND PREPAREDNESS

The Missouri National Guard continues to expand emergency response planning, training and engagement efforts with civil authorities. It is imperative that interagency coordination and planning continue to take place improving response efficiency and effectiveness in reference to an emergency response.

The Missouri Guard is teamed with the Federal Emergency Management Agency and Missouri State Emergency Management Agency to develop a comprehensive New Madrid Seismic Zone earthquake response plan spanning all emergency support functions.

One hundred and thirty Missouri National Guardsmen were trained as liaison officers over the last 12 months. The liaison officers coordinate with and inform emergency management directors of Missouri National Guard response capabilities and limitations, increasing the overall efficiency of the response.

The Missouri National Guard continues to ensure key command

and staff personnel are fully trained in the National Incident Management System and Defense Support to Civil Authorities.

The state of Missouri recently recognized the 200th anniversary of the last great New Madrid Earthquake. The catastrophic potential of future earthquakes of this magnitude has led the Guard to take multiple steps to increase preparedness.

The Missouri National Guard has planned and prepared to host Vigilant Guard in fiscal year 2013. The exercise will focus on Defense Support to Civil Authorities for a New Madrid Seismic Zone catastrophic earthquake. The exercise will include federal, state, and local agencies, as well as National Guard units from throughout the nation.

Your Missouri Guard continues to participate in numerous workshops, conferences, and table-top exercises to identify issues, synchronize response activities and address capability gaps in reference to a response to a catastrophic event.



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# 35TH ENGINEER BRIGADE

## FORT LEONARD WOOD



### MISSION

The 35th Engineer Brigade, based at Fort Leonard Wood, undertakes plans, integrates and directs the execution of engineer missions conducted by the 1140th Engineer Battalion in Cape Girardeau and the 203rd Engineer Battalion in Joplin with their respective subordinate units; and when federalized, mobilizes with three to five mission tailored engineer battalions and augments engineer units organic to corps and division. The 35th Engineer Brigade provides technical and tactical guidance and command and control to the teams, companies, and battalions.



### ORGANIZATION

Brig. Gen. Randy A. Alewel  
Command Sgt. Maj. Steven A. Stuenkel

Headquarters, Headquarters Company Fort Leonard Wood

1140th Engineer Battalion Cape Girardeau

- Headquarters Company - Cape Girardeau
- Forward Support Company - Cape Girardeau
- 220th Engineer Company (Horizontal) - Festus
- 880th Engineer Team (Haul) - Perryville
- 1138th Engineer Company (Sapper) - Farmington/Fredericktown
- 1438th Engineer Company (Multi-Role Bridge Company) - Macon/Kirkville

203rd Engineer Battalion Joplin

- Headquarters Company - Joplin
- Forward Support Company - Joplin
- 117th Engineer Team (Asphalt) - Monett
- 1141st Engineer Company (Sapper) - Kansas City
- 276th Engineer Company (Vertical) - Pierce City/Springfield
- 294th Engineer Company (Equipment Support) - Carthage/Anderson
- 1135th Engineer Company (Route Clearance) - Richmond
- 335th Engineer Platoon (Area Clearance) - Rolla

235th Construction Management Team Fort Leonard Wood

### HIGHLIGHTS

- The primary focus of the 35th Engineer Brigade this year was improving individual Soldier readiness, which included medical and physical fitness and being military occupational specialty qualified.
- The brigade also ran two separate Beyond the Horizons 2012 exercises in Central America in support of Army South Headquarters. The missions took place in Honduras and Guatemala. It was very unusual for one state, let alone one brigade, to host two separate exercises in the same year.
- Both engineer battalions focused on supporting the Beyond the Horizons missions this year by sending Soldiers on six, two-week rotations focused primarily on vertical construction. The main goal of the missions is to improve individual Soldier military occupational specialty skills, as well as develop professional military relationships with our partner nations of Honduras and Guatemala.
- The 35th Engineer Brigade mobilized the 1138th Engineer Company Sapper during 2012, as well as receiving notification to mobilize four other engineer companies - the 1438th, 294th, 220th and 276th - within the next two years.
- The brigade also stood up three new units during 2012 - the 1135th Engineer Company Route Clearance in Richmond, the 335th Engineer Platoon Area Clearance in Rolla, and the 235th Construction Management Team at Fort Leonard Wood.





# 110TH MANEUVER ENHANCEMENT BRIGADE

## KANSAS CITY

### ORGANIZATION

Col. William A. Ward  
Command Sgt. Maj. Phillip M. Lederle

Headquarters and Headquarters Company Kansas City

135th Signal Company Kansas City

311th Brigade Support Battalion Lexington

- Headquarters and Headquarters Detachment - Lexington
- Company A - Nevada/Lamar
- Company B - Fulton
- 548th Transportation Company - Trenton
- 1138th Transportation Company - Jefferson Barracks

1-138th Infantry Regiment Kansas City

- Headquarters and Headquarters Company - Kansas City
- Company A - Boonville
- Company B - St. Louis
- Company C - St. Louis/Perryville
- Company D - Monett/Anderson
- 1-138th Forward Support Company - Jefferson City

1-129th Field Artillery Regiment Maryville

- Headquarters and Headquarters Battery - Maryville
- Battery A - Albany
- Battery B - Chillicothe
- Battery D - Independence
- 1128th Forward Support Company - Marshall

### HIGHLIGHTS

- The 110th Maneuver Enhancement Brigade, as well as other units in Kansas City, welcomed First Lady Michelle Obama in March when she made a brief stop in the Midwest.
- About 20 personnel from Headquarters and Headquarters Company, 110th Maneuver Enhancement Brigade traveled in September to Arusha, Tanzania in Africa for Operation Eastern Accord. The team partnered with 10 African countries to facilitate discussion on how to counter violent extremism.
- The 135th Signal Company enabled the 110th Maneuver Enhancement Brigade to be the first brigade to have the command post of the future successfully connected to the warfighter information network-tactical. The unit ensured that the subordinate units of the brigade were also mission-ready regarding their network capabilities. While the signal company went through a major reorganization, and loss of vital positions, it maintained its ability to perform mission-essential tasks.
- Two transportation companies, under the 311th Brigade Support Battalion, returned in April after serving year-long missions in Afghanistan. The 548th Transportation Company was stationed at Shindand Air Base in western Afghanistan and logged more than 450,000 miles while conducting more than 300 missions. The 1138th Transportation Company was positioned at Bagram Air Field and covered more than 600,000 miles while running over 240 missions in eastern Afghanistan.
- Members of Headquarters and Headquarters Detachment, 311th Brigade Support Battalion conducted water survival training where Soldiers practiced techniques to assist others in need, as well as learned how to conduct a buoyancy check before treading water for 15 minutes.
- In preparation for the first Missouri-hosted Air Assault course, the 1-138th Infantry Regiment administered the 110th Maneuver Enhancement Brigade prequalification events in December 2011 and January 2012 at Fort Leonard Wood to select Soldiers eligible of testing for the Air Assault badge. In February and March, more than 100 Missouri Soldiers completed the 10-day physically and mentally demanding course.
- The regiment received new equipment such as forward looking infrared systems for vehicles, 81mm mortar systems, the standardized integrated command post system, and the tube-launched, optically-tracked, wire guided weapon system.
- During annual training in June, the regiment conducted their first Expert Infantry Badge training and testing at Fort Leonard Wood, with 14 troops earning the prestigious badge.
- The 1-129th Field Artillery Regiment and its subordinate units conducted annual training at Fort Chaffee, Ark., in conjunction with the 45th Fires Brigade for the first time. The regiment shot more than 1,400 howitzer rounds of high explosive, illumination, smoke and white phosphorous. It also conducted a live-fire exercise in September at Fort Riley, Kan., shooting more than 500 rounds of howitzer ammunition.



### MISSION

The 110th Maneuver Enhancement Brigade is a mission tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection, and freedom of action of the supported force.



# MISSOURI NATIONAL

**Albany**  
Btry A, 1/129 FAR

**Anderson**  
Det. 1, 294 En. Co. (Spt.)  
Det. 1, Co. D, 1/138 Inf.

**Aurora**  
Co. A, 935 ASB

**Boonville**  
Co. A, 1/138 Inf.

**Bridgeton**  
3175 Chem. Co.

**Cape Girardeau**  
HHC, 1140 En. Bn.  
FSC, 1140 En. Bn.  
Det. 2, MOARNG Med. Det.  
Det. 5, Mo. R&R Bn. (RSP)

**Carthage**  
294 En. Co. (Spt.) (-)

**Chillicothe**  
Btry B, 1/129 FAR

**Clinton**  
Co. E (-), 1/135 Avn.

**Columbia**  
HHD, 175 MP Bn.  
Det. 1, 1140 MP Co. (Guard)

**De Soto**  
735 QM Co. (Field Svc.) (-)

**Dexter**  
1221 Trans. Co. (-)

**Doniphan**  
Det. 2, 1137 MP Co.

**Farmington**  
1138 En. Co. (-) (Sapper)

**Festus**  
220 En. Co. (Horizontal)  
Det. 7, Mo. R&R Bn. (RSP)

**Ft. Leonard Wood**  
HHC, 35 En. Bde.  
235 En. Det. (Const. Mgmt. Tm.)  
Co. C, 1/106 Avn.  
Det. 1, HHC, 1/106 Avn.  
Det. 1, Co. D, 1/106 Avn.  
Det. 1, Co. E, 1/106 Avn.  
HQ, 140 Regt. (RTI)  
2 Bn., 140 Regt. (RTI)(GS)  
1 Bn. (En.), Tng. Bn.  
RTS-M Mo.  
Ft Leonard Wood ARNG Ctr.

**Fredericktown**  
Det. 1, 1138 En. Co. (Sapper)

**Fulton**  
4175 MP Det. (CID)  
Co. B, 311 BSB

**Hannibal**  
2175 MP Co. (CS)(-)

**Harrisonville**  
1139 MP Co.

**Independence**  
Btry D, 1/129 FAR

**Jackson**  
Det. 1, 1137 MP Co.

**Jefferson Barracks**  
70 Troop Command  
1035 Maint. Co. (SMC)  
1138 Trans. Co.  
Det. 1, 206 Med. Co. (Area Spt.)  
Det. 3, Co. B, 35 ID (ACE)

**Jefferson City (Blue Armory)**  
HHC, 835 CSSB  
HHD, 229 Med. Bn. (Multifunction)  
138 FSC, 1/138 Inf.  
Det. 6, Mo. R&R Bn. (RSP)

**Jefferson City (CFF)**  
Co. B, 1/376 Avn.  
Det. 40, OSACOM  
7 Civil Support Team (WMD)

**Jefferson City (ISTS)**  
Mo. R&R Bn.  
STB, JFHQ 2MO  
429 Trial Defense  
70 Public Affairs Det.  
HHD, JFHQ-MO  
Det. 1, MOARNG Ele.(Sel. Svc.) JFHQ  
1924 AQ Tm. (Contg. Contract)  
MOARNG Med. Det. (-)  
135 Military History Det.

**Joplin**  
HHC, 203 En. Bn.  
FSC, 203 En. Bn.

**Kansas City**  
HHC, 110 MEB  
HHC, 1/138 Inf. Regt. Bn.  
1141 En. Co. (Sapper)  
205 ASMC  
Det. 2, Mo. R&R (RSP)  
135 Sig. NSC (CSB)

**Kennett**  
1137 MP Co. (-)

**Kirkville**  
Det. 1, 1438 En. Co. (MRBC)

**Lamar**  
Det. 1, Co. A, 311 BSB

**Lebanon**  
HHC, 3/135 Avn. Regt.

**Lexington**  
HHBn, 35 ID  
HSC, 35 ID  
HHD, 311 BSB

**Macon**  
1438th En. Co. (MRBC)(-)  
Det. 8, Mo. R&R Bn. (RSP)  
Macon ARNG Tng. Ctr.

**Marshall**  
1128 FSC (HIMARS)

**Maryville**  
HHB, 1/129 FAR

**Mexico**  
1140 MP Co.(-) (Guard)

**Moberly**  
Det. 1, 2175 MP Co.

**Monett**  
117 En. Tm. (Asphalt)  
Co. D (-), 1/138 Inf.

**Neosho**  
Det. 1, MOARNG Med. Det.  
Camp Crowder Tng. Ctr.

**Nevada**  
Co. A (-), 311 BSB  
Camp Clark Tng. Ctr.

**Perryville**  
880 En. Tm. (Haul)  
Det. 1, Co. C, 1/138 Inf.

**Pierce City**  
276 En. Co. (Vertical) (-)

**Poplar Bluff**  
HHD, 205 MP Bn.

**Portageville**  
Det. 1, 1221 Trans. Co.

**Richmond**  
1135 En. Co. (Clearance)

**Rolla**  
Det. 1, 735 FSC  
335 En. Co. (Area Clearance)

**St. Clair**  
1175 MP Co.(-)

**St. Joseph**  
Det. 1, Co. A 35 ID  
Co. B, 35 ID(-) (Intel and Sust.)  
Co. C, 35 ID (-) (Signal)  
Det. 1, Mo. R&R Bn. (RSP)

**St. Louis**  
Det. 1, 1175 MP Co.  
Co. B, 1/138 Inf.  
Co. C (-), 1/138 Inf.

**Sedalia**  
HHC, 35 CAB Hvy. 35 ID  
Det. 3, Mo. R&R Bn. (RSP)

**Sikeston**  
Det. 2, 1221 Trans. Co

**Springfield (Armory)**  
HSC, 935 CS Avn. Spt. Bn.  
206 Med. Co. Area Spt. (-)  
Det. 1, 1138 MP Co. (Guard)

**Springfield (Airport)**  
HHD, 1107 TASMG  
Co. A, (Avn. Spt. Co), 1107 TASMG  
Co. B, (Spt. Co.), 1107 TASMG  
Det. 3, Co. F, 1/169 Avn. MEDEVAC  
Det. 10 Co. E 1/169 Avn. MEDEVAC



Det. 10, Co. D 1/169 Avn. MEDEVAC  
135 Army Band  
Det. 3, Co. I, 185 Avn. Regt. (C23)  
Det. 4, Mo. R&R Bn. (RSP)  
Det. 1, 276 En. Co. (Vertical)

**Trenton**  
548 Trans. Co. (PLS)

**Wappapello**  
Wappapello ARNG Tng. Site

**Warrensburg**  
Det. 3, Co. B, 935 ASB  
Co. C, 935 ASB

**Warrenton**  
3175 MP Co. (-)



# GUARD UNITS



## Vest Plains

1138 MP Co. (-) (Guard)

## Whiteman AFB

HHC, 1/135 Avn.  
Co. A, 1/135 Avn.  
Co. B, 1/135 Avn.  
Co. C, 1/135 Avn.  
Co. D, 1/135 Avn.  
Det. 1, Co. E, 1/135 Avn.

## St. Joseph (Rosecrans)

139 Airlift Wing  
241 ATC Sqdn.  
180 Airlift Sqdn.  
AATTC

## Bridgeton

131 Security Forces Sqdn.  
131 Logistics Readiness Sqdn.  
131 Medical Spt. Group  
131 Force Spt. Sqdn.  
131 Combat En. Sqdn.  
239 CBCS  
231 Civil En. Sqdn.  
110 Fighter Sqdn.  
571 Air Force Band

## Cannon Range (Ft. Wood)

Det. 1, 131 Bomb Wing

## Jefferson Barracks

157 Air Operations Group  
121 Air Control Sqdn.

## Whiteman AFB

131 Bomb Wing  
Det. 2, 131 Bomb Wing (B2)

## Jefferson City (ISTS)

HQ, MOANG

## ACRONYM GUIDE

AATTC	Advanced Airlift Tactics Training Center
ACE	Analysis Control Element
ASMC	Area Support Medical Company
ASB	Aviation Support Battalion
ATC	Air Traffic Control
Avn.	Aviation
Bde.	Brigade
Bn.	Battalion
BSB	Brigade Support Battalion
Btry	Battery
CAB	Combat Aviation Brigade
CBCS	Combat Communications Squadron
Chem.	Chemical
CID	Criminal Investigation Division
Co.	Company
Const.	Construction
CERFP	Chemical, Biological, Radiological, and Nuclear Enhanced Response Force Package
CBRN	Chemical, Biological, Radiological, and Nuclear
CSSB	Combat Sustainment Support Battalion
CS	Combat Support
Ctr.	Center
Det.	Detachment
DSCA	Defense Support to Civil Authorities
En.	Engineer
FAR	Field Artillery Regiment
FSC	Forward Support Company
GS	General Studies
HHB	Headquarters and Headquarters Battery
HHBn	Headquarters and Headquarters Battalion
HHC	Headquarters and Headquarters Company
HHD	Headquarters and Headquarters Detachment
HRF	Homeland Response Force
HSC	Headquarters Support Company
Hvy.	Heavy
ID	Infantry Division
Inf.	Infantry
JFHQ-MO	Joint Force Headquarters - Missouri
LRS	Logistics Readiness Squadron
Maint.	Maintenance
MEB	Maneuver Enhancement Brigade
Med.	Medical
Mgmt.	Management
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
MP	Military Police
MPAD	Mobile Public Affairs Detachment
MRBC	Multi-Role Bridge Company
NIMS	National Incident Management System
OSACOM	Operational Support Airlift Command
QM	Quartermaster
Regt.	Regiment
R&R	Recruiting and Retention
RSP	Recruit Sustainment Program
RTI	Regional Training Institute
Sec.	Section
SMC	Support Maintenance Company
Spt.	Support
Sqdn.	Squadron
STB	Special Troops Battalion
Svc.	Service
Sust.	Sustainment
TASMG	Theater Aviation Sustainment Maintenance Group
TCP	Tactical Command Post
TEBn	Training and Evaluation Battalion
Tm.	Team
Tng.	Training
Trans.	Transportation
WMD	Weapons of Mass Destruction



# 70TH TROOP COMMAND

## JEFFERSON BARRACKS



### MISSION

The mission of the 70th Troop Command is to provide command and control, training, guidance, assistance and administrative and logistical support to its subordinate commands.

The command serves as the FEMA Region VII Homeland Response Force.

### ORGANIZATION

Col. Greg Allison  
Command Sgt. Maj. Jay W. Marsden

#### 175th Military Police Battalion

Columbia

- Headquarters Detachment - Columbia
- 1139th Military Police Company - Harrisonville
- 1140th Military Police Company (Guard) - Fulton/Columbia
- 2175th Military Police Company - Hannibal/Moberly
- 3175th Military Police Company - Warrenton/Mexico

#### 205th Military Police Battalion

Poplar Bluff

- Headquarters Company - Poplar Bluff
- 1137th Military Police Company - Kennett/Jackson/Doniphan
- 1138th Military Police Company - West Plains/Springfield
- 1175th Military Police Company - St. Clair/St. Louis

#### 229th Multifunctional Medical Battalion

Jefferson City

- Headquarters Detachment - Jefferson City
- 205th Area Support Medical Company - Kansas City
- 206th Area Support Medical Company - Springfield/St. Louis

#### 835th Combat Sustainment Support Battalion

Jefferson City

- Headquarters Company - Jefferson City
- 735th Quartermaster Field Service Company - DeSoto/Rolla
- 1035th Maintenance Company - Jefferson Barracks
- 1138th Transportation Company - Jefferson Barracks
- 1221st Transportation Company - Dexter/Portageville/Sikeston
- 3175th Chemical Company - St. Louis

#### 7th Weapons of Mass Destruction Civil Support Team

Jefferson City

#### Homeland Response Force

Jefferson Barracks

### HIGHLIGHTS

- The 70th Troop Command remains the largest brigade in the Missouri Army National Guard with an assigned strength of 2,664 Soldiers.
- During training year 2012, the unit deployed the 835th Combat Sustainment Support Battalion and 229th Multifunctional Medical Battalion, both Jefferson City elements, in support of Multi National Forces 55, Sinai and the 175th Military Police Battalion, Columbia with the 1137th Military Police Company, of Kennett, and detachments from Jackson and Doniphan, 2175th Military Police Company, of Hannibal, with a Detachment from Moberly, and 3175th Chemical Company, of St. Louis, in support of Operation Enduring Freedom in Qatar.
- The 70th Troop Command validated the Federal

Emergency Management Agency Region VII Homeland Response Force in March 2012. The Missouri force consists of Soldiers from all units under 70th Troop Command, with specific units from the brigade having certain missions. The 835th has the command and control mission, with the chemical, biological, radiological and nuclear mission tasked to the 1140th Military Police Company. The 205th Military Police Battalion has the lead for force protection with the 3175th Military Police Company and 1175th Military Police Company having the lead. The 735th Field Service Company has the search and extraction mission. Missouri was the seventh region to validate and many of our products and personnel are being used as best practices to validate the remaining FEMA Region homeland response forces.





# 35TH COMBAT AVIATION BRIGADE

*SEDALIA*

## ORGANIZATION

Col. Mark W. Mclemore  
Command Sgt. Maj. William J. Vogel, Jr.

### 1-135th Aviation Battalion

Whiteman Air Force Base

- Headquarters Company - Whiteman Air Force Base
- Company A - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Company E - Whiteman Air Force Base/Clinton

### 3-135th Aviation Battalion

Lebanon

- Headquarters Company, 3-135th Aviation Regiment - Lebanon
- Detachment 1, HHC, 1st Battalion, 106th Aviation Regiment - Ft. Leonard Wood
- Company C, 1st Battalion, 106th Aviation Regiment - Ft. Leonard Wood
- Detachment 1, Company D, 1st Battalion, 106th Aviation Regiment - Ft. Leonard Wood
- Detachment 1, Company E, 1st Battalion, 106th Aviation Regiment - Ft. Leonard Wood
- Company B (-Detachment 1), 1st Battalion, 376th Aviation Regiment - Jefferson City
- Detachment 40, Operations Support Airlift Command (OSAA) - Jefferson City
- Detachment 3, Company I, 185th Aviation Regiment (C-23) - Springfield
- Detachment 3, Company F, 1st Battalion, 169th Aviation Regiment (MEDEVAC) - Springfield

### 935th Aviation Support Battalion

Springfield

- Headquarters Company - Springfield
- Company A - Aurora
- Detachment 3, Company B - Warrensburg
- Company C - Warrensburg

## HIGHLIGHTS

- Headquarters and Headquarters Company 35th Combat Aviation Brigade deployed in June 2012 to Kuwait in support of Operation Enduring Freedom. The brigade, scheduled to return in the spring, provides command and control for all Army aviation assets stationed in Kuwait, as well as partners with surrounding countries for combined training opportunities.
- The 1-135th Aviation Battalion qualified 15 crews on Table VII and VIII - for both day and night - aerial gunnery.
- The 3-135th Theater Aviation Battalion prepared for the Vigilant Guard exercise in fiscal year 2013, which prepares aviation assets to respond to an earthquake around the New Madrid Seismic Zone. The battalion staff performed military decision making process exercises and war-gaming various missions throughout the year to stream line operations and mission support allowing for the maximization of aviation capabilities in a time-constrained environment.
- The battalion aided in the creation of Detachment 3, Company F, 1-169th MEDEVAC, which provides aviation medical support to the state. This unit deployed in September 2012 to Operation Enduring Freedom. This has been a monumental task to accomplish in such a short time. Normally, a unit has two years before they are even considered for deployment.
- Detachment 3, Company I, 185th Aviation Regiment returned from the Multi-Force and Observer mission established in Egypt. They served a seven month rotation returning in July 2012 and transported more than 1,500 passengers and 325,000 pounds of cargo in a fixed-wing C-23 Sherpa aircraft while deployed.
- Detachment 40, Operational Support Airlift Agency Command is currently preparing for deployment to Afghanistan in 2013.
- Company C, 1-106th Assault Helicopter Battalion, and its supporting detachments, have been engaged in providing refresher training to its aircrews with the Bambi Water Bucket, which is used to aid in forest fire suppression. This capability has already proven itself by helping Fort Leonard Wood to extinguish range fires during this year's summer drought.
- Company B, 1-376th Security and Support Aviation Company has been executing critical training on the Incident Commanders Command Control Communication Unit and tactical video downlink. These provide video streaming, encoding and mobile flight operations, along with communication capabilities for both air and ground.
- For the 935th Aviation Support Battalion, much of 2012 was spent in preparation for a July deployment to Kuwait. Months leading up to the unit's departure were spent training, tracking and transferring equipment and readying troops for the year-long stint away from home. In addition to deploying approximately 150 Citizen-Soldiers of its own, the unit supported its higher headquarters, the 35th Combat Aviation Brigade, in its readiness for mobilization. While deployed, the battalion will support the units of the Missouri Guard's 35th Combat Aviation Brigade.



## MISSION

The 35th Combat Aviation Brigade deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of AH-64D Apache attack helicopters, OH-58 Kiowa observation helicopters and UH-60 Black Hawk utility helicopters. It also has a detachment of two C-23 Sherpa cargo airplanes and a C-12 transport airplane. The brigade's units are capable of performing unit, intermediate and depot-level aviation maintenance. Missouri is one of only five locations in the U.S. with the capability to perform depot-level aviation maintenance.



# 1107TH AVIATION GROUP

## SPRINGFIELD



### MISSION

The 1107th Aviation Group supports the Missouri National Guard by way of its mission to provide a fixed-base theater of operations dedicated to sustainment/depot capability maintenance of rotary-wing aircraft. One of the largest Missouri Guard commands, the 487-member group supports a headquarters division and subordinate companies A and B, all based in Springfield.



### ORGANIZATION

Col. William J. Thomas  
Command Sgt. Maj. Edward J. Lambeth

#### 1107th Aviation Group

- Headquarters Detachment - Springfield
- Company A - Springfield
- Company B - Springfield

Springfield

### HIGHLIGHTS

- In early 2012, 16 Citizen-Soldiers, primarily with the 1107th Aviation Group, returned to drilling status following a year-long deployment as part of the Aviation Depot Maintenance Round-out Unit. The southwest Missouri-based Soldiers joined 140 others from around the U.S. to make up the unit, which consists of a select group of rotary-wing aircraft mechanics, test pilots and others with various aviation-related military occupational specialties. Based in Kuwait, Soldiers with particular skills served in Iraq and Afghanistan as part of overseas contingency operations.
- The 1107th proved skill and competitiveness run high in the unit when it comes to marksmanship, taking top team and individual slots in the 2012 Adjutant General State Combat Matches at Camp Crowder in May. Marksmen with the 1107th competed in the national Winston P. Wilson marksmanship competition in April at Camp Joseph T. Robinson in Little Rock, Ark., placing among the top three in several team and individual categories.
- The group's Staff Sgt. Joseph Salcido took top honors in several events, becoming double distinguished in both rifle and pistol, a feat accomplished by few in the nation. Salcido was one of four Missouri Guard members to shoot in the U.S. Army

Small Arms Championships at Fort Benning, Ga., in February, taking 12th place novice and 39th place overall out of more than 300 shooters. The 1107th also provided expertise by way of experienced coaches for other Missouri Guardsmen seeking marksmanship precision.

- Soldiers with the aviation group began work either full-time or in drill status in a new Corrosion Control Center on the campus of the Guard's Theater Aviation Sustainment Maintenance Group facility in Springfield in 2012. The new state-of-the-art facility has the capacity to provide paint and corrosion control services for four CH-47 Chinook or UH-60 Black Hawk helicopters at one time in four bays. Providing new skill sets for Citizen-Soldiers with the 1107th, the \$54 million facility directly contributes to Army and Army National Guard readiness. Currently the largest Army helicopter blade shop in the nation, with the addition of the new facility and its expected repair of airframes, 1107th Soldiers will service nearly 100 rotary-wing aircraft annually.
- Soldiers with the 1107th are training for an expected fourth deployment in 2013. The contingency will serve as they have over past deployments, repairing and returning aviation components to the military supply system.





# 35TH INFANTRY DIVISION (Mo)

## LEXINGTON

### ORGANIZATION

Brig. Gen. David F. Irwin  
Command Sgt. Maj. Philip C. Butler

35th Infantry Division Headquarters, Headquarters Battalion

Lexington

- Headquarters Support Company - Lexington
- Detachment 1, Company A - St. Joseph
- Company B - St. Joseph
- Detachment 3, Company B - Jefferson Barracks
- Company C - St. Joseph



### HIGHLIGHTS

- The 35th Infantry Division of Missouri participated in the three-week III Corps Full Spectrum Exercise, June 3-23, at Fort Hood, Texas. This exercise enabled the division staff to utilize, exercise, and validate equipment fielded to them less than a year ago.
- Units within the division participated in "Ulchi Focus Guardian" in August 2012 at Fort Lewis, Wa., and Korea. The Headquarters and Headquarters Battalion were key at unified land operations in ensuring successful reception, staging, onward movement, and integration, along with life support services. Company C had the arduous task of providing communication and network operations on time, every time, while contributing to management of communications security and supporting the assistant chief of staff for communications. Company B performed intelligence analysis and participated in workgroups and boards to support the assistant chief of staff for intelligence and command staff.
- Each time state emergency duty happens, the division provides signal and intelligence analysis manpower to support the joint operations center and task force headquarters.
- The division supported Saber Junction Phase I and operated as part of the exercise higher command. The support fills a critical shortfall for U.S. Army Europe and was provided by the division on short notice. Saber Junction Phase I occurs in October and runs into November at Hohenfels, Germany. It supports a 2nd Cavalry Regiment Decisive Action Training Environment rotation.

### MISSION

The 35th Infantry Division is assigned in four States - Missouri, Kansas, Illinois and Nebraska. The 35th Infantry Division (MO) specifically provides command and control of all divisional Soldiers from within the Missouri Army National Guard.



# 131st BOMB WING

## WHITEMAN AIR FORCE BASE/ST. LOUIS



### MISSION

In 2012, the 131st Bomb Wing continues the Total Force Integration initiative as a classic associate unit with the active duty Air Force 509th Bomb Wing at Whiteman AFB. The 131st Bomb Wing's primary operational mission is to provide full spectrum, expeditionary, B-2 global strike and combat support capabilities. Wing manpower is also dedicated to providing for the unit's overall combat readiness, base operating support functions for tenant and attached units, and for performing combat and emergency duty in support of federal and state missions. Detachment 1, Cannon Range, is the state's only aerial bombing and gunnery range, serving all branches of service.

The wing's tenant units have unique skill sets that set them apart, including: the 231st Civil Engineer Flight's high-demand construction planning and management team, the 239th Combat Communications Squadron's highly-mobile, deployable communications capability, and the 571st Air Force Band's musical ensembles.



### ORGANIZATION

Col. Greg Champagne  
Command Chief Master Sgt. Rich H. Pingleton

#### 131st Operations Group

Whiteman Air Force Base

- 110th Bomb Squadron - Whiteman Air Force Base
- 131st Operations Support Flight - Whiteman Air Force Base

#### 131st Maintenance Group

Whiteman Air Force Base

- 131st Aircraft Maintenance Squadron - Whiteman Air Force Base
- 131st Maintenance Squadron - Whiteman Air Force Base
- 131st Maintenance Operations Flight - Whiteman Air Force Base

#### 131st Mission Support Group

St. Louis/Whiteman Air Force Base

- 131st Civil Engineer Squadron - St. Louis
- 131st Logistics Readiness Squadron - St. Louis/Whiteman Air Force Base
- 131st Security Forces Squadron - St. Louis/Whiteman Air Force Base
- 131st Communications Flight - St. Louis/Whiteman Air Force Base
- 131st Force Support Squadron - St. Louis/Whiteman Air Force Base
- 131st Medical Group - St. Louis/Whiteman Air Force Base

#### 131st Medical group

St. Louis/Whiteman Air Force Base

#### 131st Bomb Wing, Detachment 1, Cannon Range

Laquey

#### Tenant Units

St. Louis

- 231st Civil Engineer Flight
- 239th Combat Communications Squadron
- 571st Air Force Band, Band of the Central States

### HIGHLIGHTS

- The 131st Bomb Wing received the Air Force Outstanding Unit Award and combat Meritorious Unit Award.
- The wing deployed nearly 200 personnel in support of Operation Enduring Freedom, Operation New Dawn and contingency exercises; included more than 40 Airmen in support of the Red Flag aerial exercise at Nellis Air Force Base, in Nevada, and 52 in support of Silver Flag exercises for ground Airmen training.
- Two 131st pilots topped 1,000 flying hours in B-2 Spirit bombers within two weeks of each other in June, which brought the number of 131st pilots to seven out of the thirteen total 1,000-plus hours fliers.
- The wing had 19 personnel return from deployment in support of the Missouri Agri-Business Development Team.
- Sidewinder, the wing's musical ensemble, performed in April at the White House for the first annual Joint Forces Initiative luncheon hosted by First Lady Michelle Obama and Dr. Jill Biden.
- The 131st Bomb Wing Veterans were among those recognized with Harry S. Truman Public Service Award.
- The wing honored more than 100 Airmen who deployed for more than 30 consecutive days at a time during the Hometown Heroes Salute ceremony.





# 139TH AIRLIFT WING

## ST. JOSEPH

### ORGANIZATION

Col. Michael Pankau  
Command Chief Master Sgt. Gaila Sullivan

139th Airlift Wing St. Joseph

139th Operations Group St. Joseph

- 180th Airlift Squadron - St. Joseph
- 139th Operations Support Flight - St. Joseph
- 241st Air Traffic Control Squadron - St. Joseph

139th Maintenance Group St. Joseph

- 139th Maintenance Squadron - St. Joseph
- 139th Aircraft Maintenance Squadron - St. Joseph
- 139th Maintenance Operation Flight - St. Joseph

139th Mission Support Group St. Joseph

- 139th Civil Engineer Squadron - St. Joseph
- 139th Communications Flight - St. Joseph
- 139th Environmental Management Squadron - St. Joseph
- 139th Force Support Squadron - St. Joseph
- 139th Logistics Readiness Squadron - St. Joseph
- 139th Security Forces Squadron - St. Joseph
- 139th Services Flight - St. Joseph

139th Medical Group St. Joseph

Advanced Airlift Tactics Training Center St. Joseph

Tenant Units St. Joseph

- Air Mobility Command Headquarters, Air Operations Squadron, Detachment 5 - St. Joseph
- Medical Element, Homeland Response Force, Federal Emergency Management Agency Region VII - St. Joseph

### HIGHLIGHTS

- The 139th Airlift Wing hosted the Sound of Speed Air Show and the 47th Air National Guard Softball Tournament. It was presented with the key to the City of St. Joseph for its community involvement. Family readiness personnel helped develop a military wellness seminar and panel discussion for area healthcare professionals. Wing leadership conducted a base-wide climate survey.
- Airmen deployed as part of 737th Expeditionary Airlift Squadron to support overseas contingency operations. Security forces returned from supporting Operation New Dawn. Additional security forces deployed in support of Operation Enduring Freedom, and civil engineers returned from deployment in support of Joint Task Force - Guantanamo. Individual Airmen deployed worldwide.
- The 139th Operations Group received "mission ready" status from an Aircrew Standardization and

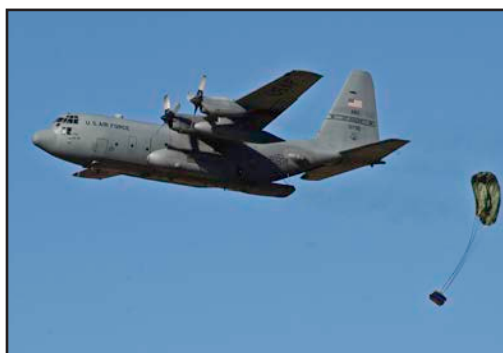
Evaluation inspection. The Group hosted Panamanian police forces as part of the Missouri Guard State Partnership Program. Airmen held, supported and observed a major accident response exercises on base and at the Kansas City International Airport.

- The Advanced Airlift Tactics Training Center appointed Col. Edward Black as 11th commander. The center hosted the Tactics and Intelligence Symposium in January and the international Air Mobility Tactics Analysis Team in July.
- The wing provided the medical element for the Federal Emergency Management Agency Region VII Homeland Response Force, which received validation in March after an evaluation at the Muscatatuck Urban Training Center in Indiana. Airmen were awarded the response force's fatality search and recovery mission.



### MISSION

The 139th Airlift Wing composes 10 percent of the Missouri National Guard and is its largest concentration of personnel. The Wing remains engaged in global operations with well trained, equipped and deployable Citizen-Airmen for state and federal missions with immediate combat-ready aircraft. The wing's C-130 H-models are highly capable, reliable aircraft that perform a variety of roles including airlift and airdrop in peace and war time missions. The wing offers specialized units, including the 241st Air Traffic Control Squadron and the Advanced Airlift Tactics Training Center, which serves as the Air Mobility Center of Excellence for tactics and electronic warfare development. The wing is also home for the Medical Element, Homeland Emergency Response Force, Federal Emergency Management Agency Region VII. The Element is trained and validated to provide medical triage as part of the Missouri Guard's joint support to civilian authorities.



# JB NATIONAL GUARD BASE

## JEFFERSON BARRACKS



### MISSION

**157th Air Operations Group** provides a ready force of Airmen supporting the State of Missouri during man-made or natural disaster to save lives, protect property, and meet basic human needs of the Citizens of Missouri. It prepares and provides a trained cadre of Airmen skilled and experienced in operational-level command and control to augment the 613 Air and Space Operation Center. The group responds to operational requirements within the Headquarters, Pacific Air Force area of responsibility, which spans from the east coast of Africa to the west coast of the North/South American land mass.

**121st Air Control Squadron** is a mobile unit that provides personnel and equipment to protect life and property and preserve the peace, order and safety of the general public under the orders of Missouri's governor as directed through the adjutant general. The squadron is a deployable, flexible, independent command and control system capable of conducting a wide array of battle management functions.



### ORGANIZATION

Col. Richard Chapman  
Chief Master Sgt. Bill Wilson

157th Air Operations Group

Jefferson Barracks

121st Air Control Squadron

Jefferson Barracks

### HIGHLIGHTS

- The 157th Air Operations Group provided Airmen skilled in command and control and incident assessment and awareness to support the joint operations center at Ike Skelton Training Site and across the state during state emergencies.
- The group provided skilled manpower to Pacific Air Forces, U. S. Air Forces in Europe, U.S. Africa Command, U.S. Central Command, National Guard Bureau and civil agencies in support of current operations worldwide. Personnel from the 157th performed nearly 6,500 total man-days in support of contingency operations. These efforts resulted in the unit being recognized by the U.S. Air Force as an Air Force Outstanding Unit.
- The group provided support for exercises around the world and in-garrison:
  - It performed as the major command lead for Exercise Cobra Gold-12. About 30 Airmen joined U.S. allies and military planners from more than 24 nations in Thailand to participate in Pacific Command's largest joint force, multinational exercise.
  - The group saw 83 Airmen support the 613th Air and Space Operations Center at Hickam Air Force Base, Hawaii, during exercise Terminal Fury, U.S. Pacific Command's largest joint exercise. Several members of unit were recognized for outstanding performance.
  - The 157th also hosted exercise Virtual Flag 12.1. The group led the synchronization of multiple, geographically separate units into a virtual simulated theater environment to exercise the array of air operations command and control functions.
- The 121st Air Control Squadron celebrated a significant milestone as it came out of conversion period in July 2012 as a mission ready unit capable of providing airborne command and control from any deployed location. During this time, the crucial 75-foot tower and TPS-75 radar, the cornerstone of air control operations, were installed. The unit's primary focus is close air support missions within military operating space and providing command and control capabilities.
- Aggressive recruiting efforts enabled the squadron to reach 91 percent manning level in just two years since reactivation.
- The 121 ACS deployed six Airmen to the Central Command Area of Responsibility in support of Operation Enduring Freedom. In addition, three Airmen traveled across the U.S. in support of Operation Noble Eagle to perform liaison duty in support of the President of the United States.
- The squadron optimized training by participating in command and control exercises across the nation:
  - At Kirtland Air Force Base, N.M., 12 Airmen participated in a joint kill chain event kill-chain exercise. The event exercised communications between Army air and missile defense personnel and Air Force command and reporting center functions.
  - The group performed its first unit annual training in July 2012 where 145 squadron members received virtual training resulting in more than 85 hours of instruction. During this training, personnel also earned professional and technical qualifications to mark members as mission-ready.





# Competitive Events

## 2012 U.S. ARMY SMALL ARMS CHAMPIONSHIP

March 1-10, 2012 - Fort Benning, Ga.

### Missouri National Guard Team

1st Place - Rifle Match 10T

2nd Place - Pistol Match 4T

2nd Place - Match 55 (Combined Arms Team Match Championship)

2nd Place - Match 65 Final (U.S. Army Combined Arms Team Champs)

3rd Place - Match 25 (U.S. Army Service Pistol Team Championship)

### Overall Individual Results:

- **Master Sgt. Benjamin Israel** - 139th Security Forces Squadron (Air): 2nd Place Novice (Rifle Match 7), 1st Place Novice (Match 30) (U.S. Army Service Rifle Individual Championship), 2nd Place Overall (Match 30) (U.S. Army Service Rifle Individual Championship), 2nd Place Novice (Pistol Match 5), 2nd Place Novice (Match 621), 3rd Place Novice (Match 60) (U.S. Army Small Arms Overall Individual Championship), and 7th Place Overall (U.S. Army Small Arms Overall Individual Champion).

- **Sgt. 1st Class James Phelps** - 1139th Military Police Company: 1st Place Pro (Rifle Match 7), 2nd Place Overall (Rifle Match 7), 2nd Place Overall (Combined Arms Match 3), 4th Place Pro (U.S. Army Small Arms Overall Individual Champion), and 8th Place Overall (U.S. Army Small Arms Overall Individual Champion).

- **Staff Sgt. Joseph Salcido** - Company A, 1107th Aviation Group: 12th Place Novice (U.S. Army Small Arms Overall Individual Champion), 39th Place Overall (U.S. Army Small Arms Overall Individual Champion)

- **Sgt. James Whitener** - Company B, 1-138th Infantry Regiment: 3rd Place Overall Novice (Pistol Match 20), 1st Place Novice (Rifle Match 321), 1st Place Overall (Rifle Match 321), 1st Place Novice (Match 621) (Col. Pucket (Ret.) Award, 1st Place Novice (Pistol Match 5), and 19th Place Overall (U.S. Army Small Arms Overall Individual Champion).

## 2012 ALL GUARD COMBATIVES

March 17-18, 2012 - Fort Benning, Ga.

The Missouri Army National Guard took 2nd Place out of 28 teams. Fourteen competitors represented Missouri in eight weight classes.

- **Featherweight** (under 116 lbs.): **Spc. Miles McDonald** - 1-138th Infantry Regiment, 1st Place.

- **Flyweight** (116 to 135 lbs.): **Spc. Steven Atkins** - Headquarters, Headquarters Company, 1-138th Infantry Regiment, 2nd Place; and **Sgt. Anthony Hailey** - B Battery, 129th Field Artillery.

- **Lightweight** (125 to 140 lbs.): **Spc. Eric Williams** - Detachment 1, 35th Infantry Division.

- **Welterweight** (140 to 155 lbs.): **Pfc. Dalton Toombs** - Headquarters, Headquarters Company, 1140th Engineer Battalion, 3rd Place; and **Sgt. 1st Class Bradley Gladbach** - 27th Recruiting and Retention Battalion, 4th Place.

- **Middleweight** (155 to 170 lbs.): **Cadet Thomas McGinnis** - Company B, 1-138th Infantry Regiment; and **Spc. Tyrone Jackson** - Headquarters, Headquarters Company, 1-138th Infantry Regiment.

- **Cruiserweight** (170 to 185 lbs.): **Staff Sgt. Jeremiah Koerper** - Detachment 1, 1138th Military Police Company, 3rd Place; and **Capt. Ken Huenink** - 140th Regional Training Institute.

- **Light Heavyweight** (185 to 205 lbs.): **Staff Sgt. Jonathan Dalman** - 1-135th Aviation Battalion; and **2nd Lt. Dylan Rohr** - Company A, 1-138th Infantry Regiment.

- **Heavyweight** (Over 205 lbs.): **Sgt. Frank Gobin** - 1139th Military Police Company; and **Capt. Joseph Wood** - 35th Infantry Division.

- **Coach:** **Maj. MacDonald Brand** - 70th Troop Command

\*\* Since **Pfc. Miles McDonald**, 1/138th Infantry Division, finished first place, he competed in the 2012 All Army Combatives tournament at Fort Hood, Texas, July 25-28. McDonald placed 5th out of 32 competitors and as an individual earned more points than three organizations competing as teams.

## 23RD ANNUAL BATAAN MEMORIAL DEATH MARCH

March 25, 2012 - White Sands, N.M.

### Team Results:

- **Male Heavy Team:** (1st Place - National Guard Division) **Maj. Christopher Ratcliff** (team captain) - 35th Engineer Brigade; **Staff Sgt. Derick Moudy** - Battery B, 1-129th Field Artillery; **Sgt. Robert McPherson** - 205th Area Support Medical Company; **Sgt. Brian Wood** - 1-135th Attack Reconnaissance Battalion; and **Spc. Dustin Duran** - 1/138th Infantry Regiment.

- **Men's Light Team:** (3rd Place - National Guard Division) **Staff Sgt. Scott Brown** (team captain) - Headquarters and Headquarters Battery, 1-129th Field Artillery; **Sgt. 1st Class Brandon Stockwell** - Battery B, 1-129th Field Artillery; **Staff Sgt. Shawn Hoehns** - Headquarters and Headquarters Company, 35th Combat Aviation Brigade; **Sgt. William Jones** - Headquarters and Headquarters Battery, 1-129th Field Artillery; and **Pfc. Bradley Kanan** - Battery D, 1-129th Field Artillery.

- **Co-Ed Heavy Team:** (8th Place - Co-Ed Heavy Division) **Sgt. Michael Bedwell** (team captain) - Headquarters and Headquarters Company, 835th Combat Sustainment Support Battalion; **Sgt. Amy Shaffer** - Headquarters Support Company, 935th Aviation Support Battalion; **Spc. Ashley Cox** - Company D, 1-135th Attack Reconnaissance Battalion; **Spc. Blake Crowley** - 1139th Military Police Company; and **Pfc. Ryan Lee** - 1-138th Infantry Regiment.

### Overall Team Results:

- Female Military Light: **1st Lt. Dori Mulder** - 1035th Maintenance Company (4th Place); **Sgt. Maria Robles** - Headquarters and Headquarters Company, 935th Aviation Support Battalion (7th Place); **Sgt. Courtney Armour** - 1438th Engineer Company (19th Place); and **Staff Sgt. Kristie Williams** - Headquarters and Headquarters Detachment, Joint Force Headquarters (32nd Place).

- Male Military Heavy: **Spc. Mitchell Thompson** (Co-Ed Alternate) - 1139th Military Police Company (61st Place).

## 41ST WINSTON P. WILSON MARKSMANSHIP COMPETITION

April 23-27, 2012 - Camp Robinson, Ark.

The Missouri National Guard was represented by three teams of four Guardsmen per team.

### Overall Team Results:

- **Missouri A-Team:** **Sgt. 1st Class James Phelps** (team captain) - 1139th Military Police Company; **Sgt. 1st Class Kelly Vedane Finn** - Company B 1107th Aviation Group; **Staff Sgt. Robert Volkmer**, Company B 1/376th Aviation; and **Sgt. James Whitener**, Company B 1/138th Infantry Regiment.

- **Missouri B-Team** (1st Place Match RT309 and 3rd Place Match RT302): **Master Sgt. Ben Israel** (team captain) - 139th Security Forces Squadron (Air); **Tech. Sgt. Rodd Boyer** - 139th Maintenance Squadron (Air); **Sgt. Cody Walsh** - Company A 1107th Aviation Group; and **Sgt. Andrew Pipkin**, Company A 1107th Aviation Group.

- **Missouri C-Team** (2nd Place Match PT300 and 2nd Place Match RT302): **Sgt. 1st Class Chad Francis** (team captain) - Joint Force Headquarters; **Staff Sgt. Joseph Salcido** - Company A 1107th Aviation Group; **Sgt. Ryan Liggett**, Detachment 1 Company E 1-135th Aviation Battalion; and **Sgt. Jeremiah Thompson** - Company B 1107th Aviation Group.

### Overall Individual Novice Results:

- **Staff Sgt. Joseph Salcido** - Company A, 1107th Aviation Group: 1st Place Individual Rifle Aggregate, 2nd Place Match 321, 2nd Place Match R1306, 3rd Place Match 221, and 3rd Place Individual Overall Aggregate

### Overall Individual Open Results:

- **Master Sgt. Benjamin Israel** - 139th Security Forces Squadron (Air): 1st Place Match CI301

- **Sgt. James Whitener** - Company B, 1-138th Infantry Regiment: 1st Place Match PI303 and 3rd Place Individual Pistol Aggregate

\*\* Missouri Guardsmen that placed in the top 10 for Individual Overall Aggregate: 6th Place - **Sgt. Cody Walsh**, 7th Place - **Sgt. James Whitener**, and 10th Place - **Master Sgt. Ben Israel**. \*\* Chief of the National Guard Bureau 50 Award for the Top 50 Shooters were awarded to **Sgt. Cody Walsh**, **Sgt. James Whitener**, **Master Sgt. Ben Israel**, **Sgt. Andrew Pipkin**, **Staff Sgt. Joseph Salcido**, **Staff Sgt. Robert Volkmer**, and **Sgt. Ryan Liggett**.

# Specialized Units & Programs

## SPECIAL TROOPS BATTALION - JOINT FORCE HEADQUARTERS

The Special Troops Battalion, Joint Force Headquarters - Missouri (135th Rear Operations Center), located in Jefferson City, coordinates both administrative and logistical support of the following units: Headquarters, Headquarters Detachment, Joint Force Headquarters, 27th Recruiting & Retention Battalion, Selective Service, the 7th Weapons of Mass Destruction Civil Support Team, Counter Drug, Training Site Command (Camp Clark), 1924th Support Detachment, 4175th Criminal Investigation Division

Detachment (Fulton), 135th Military History Detachment, 135th Army Band (Springfield), 429th Trial Defense Team, multiple Agriculture Development Teams, and the 70th Mobile Public Affairs Detachment.

- Successful deployment of Missouri Agriculture Development Team VI.
- Successful re-deployment of Missouri Agriculture Development Team V.

## STATE PARTNERSHIP PROGRAM

*The State Partnership Program is a Department of Defense tool to promote regional stability and cooperation. Leaders of the National Guard and Army Reserve are looking to theater security cooperation missions as a way to keep their forces ready, even as demand for boots on the ground in Iraq and Afghanistan declines after almost a decade of war.*

The Missouri National Guard and Panama formally established a state partnership in 1996. The Missouri Guard primarily uses subject matter expert exchanges to encourage economic development, foster democracy and strengthen partnerships between civil, military and non-governmental agencies. Currently, subject matter expert exchange engagement has led to two formal Missouri – Panama civilian agency continuing cooperation agreements.

In September 2008, Kansas City's Children's Mercy Hospital established an agreement with Panama City's Children's Hospital.

In November 2009, the State of Missouri Department of Higher Education established an agreement with Panama's National Counsel of the Institute for the Formation and Betterment of Human Resources.

In August 2010, the Missouri National Guard began facilitating the Panama International Rotary Club and Missouri Rotary District #6080 for a cooperative project in fiscal year 2012.



### Highlights from fiscal year 2012:

- MINSA, Conades, Rotary Panama Orientation Visit
- Call Center exchange, Phase I
- 1st Annual State Partnership Program Planning Meeting
- Non-Lethal Weapons Phase I
- Internal Affairs Phases III
- Combat Life Saver Exchange Phase I
- SENAN Air Assessment Phase I
- Water Purification System Phase II
- Military Police Checkpoints
- Maritime Communications
- Night Vision Goggle Familiarization
- Counterdrug (Civil Operations)
- Public Affairs Subject Matter Exchange
- Hospital Exchange Program Coordination

### Planned fiscal year 2013 events:

- DSCA Process Familiarization Process PH II
- 2nd Annual State Partnership Program Planning Meeting
- Non-Lethal Weapons PH II
- Helo Hoist Rescue PH II
- Rotary Aviation Field Maintenance Ph I
- Water Purification System PH III
- IED Exchange PH I
- Counterdrug (Illicit Trafficking) PH III

## 7TH CIVIL SUPPORT TEAM

*The 7th Weapons of Mass Destruction Civil Support Team is a unit composed of 22 Active Guard Reserve Soldiers and Airmen who are available to the governor of Missouri and the adjutant general of the Missouri National Guard to assist civil authorities by identifying unknown hazards, assessing the severity of the hazards, advising on proper protective measures and necessary assets, and assisting the civil authorities in managing the consequences. The team is the tip of the spear of the chemical, biological, radiological and nuclear enterprise, capable of deploying its advanced echelon within 90 minutes of notification, and assessing the need for any additional follow-on military assets such as the Homeland Response Force or other traditional Missouri National Guard units.*

The team provided security for citizens and support to local first responders during all home games of the Major League Baseball 2011 World Series in St. Louis, as well as the three-day 2012 MLB All-Star Game festivities in Kansas City.

In August 2012, members of the team's survey section won the Technical and Overall categories at the 2012 National HAZMAT Challenge in New Mexico, as well as contributing members to a composite team which won the Sportsmanship Award. The team was selected by the Missouri Emergency Response Commission to represent all Missouri Hazardous Material Response Teams at the annual competition. The team plans to defend its title next year.

In April 2012, the team passed its 18-month external evaluation by U.S. Army North assessors to revalidate the team.

The team worked with the Missouri Department of Natural Resources to verify an absence of hazardous materials at a fire scene, which allowed first responders to continue their investigation without the requirement of personal protective equipment.



The team assisted the State Fire Marshal by assessing whether containers of natural gas had been contaminated by chemicals. The containers had potentially not been purged and could have resulted in some chemical reactions. The assessment and identification process allowed the State Fire Marshall to draft a relevant safety message and delivery it to any possibly affected citizens of Missouri.

## HOMELAND RESPONSE FORCE (HRF)



The Missouri National Guard is one of 10 National Guard organizations from across the nation to implement the new Homeland Response Force (HRF).

This unit has the ability to respond to a man-made or nature-created Chemical, Biological, Radiological, or Nuclear (CBRN) event that proves beyond the response capability of civil authorities. Under Department of Defense guidelines, each HRF consists of 570 Army and Air National Guardsmen with expertise in mass-casualty disaster response.

In March 2012 the Region VII HRF became

fully operational through a week-long External Evaluation exercise at the Muscatatuck Urban Training Complex in North Vernon, Ind. This exercise led to full certification of the Region VII Force by Maj. Gen. Stephen L. Danner, adjutant general of the Missouri National Guard.

HRF enhancements include the capability to command and control multiple Civil Support Teams (CST) and CBRN Emergency Response Force Packages (CERFP); security forces to facilitate control within a chaotic CBRN environment; additional full-time personnel to enhance planning, coordination and facilitate rapid response.



# Specialized Units & Programs

## COUNTERDRUG TASK FORCE

*The Counterdrug Task Force provides specialized equipment, facilities and highly skilled personnel to assist law enforcement agencies and community based organizations in an effort to combat the ever changing drug threat to the state of Missouri.*

The task force leverages its unique assets in three fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs, providing prevention professionals to communities to aid in reducing the demand for illicit drugs, and providing aviation support to law enforcement to find illicit drugs in the state.

The Counterdrug Task Force supports overseas contingency operations by thwarting the funding of terror activities by countering narco-terrorism activities.

During fiscal year 2012, the Counterdrug Task Force accomplished the following:

- Criminal Analyst support law enforcement throughout the state with analytic case development. Their efforts have resulted in 1,236 arrests, \$1.38 million dollars seized, \$15.3 million dollars worth of marijuana and \$4.8 million dollars worth of other drugs such as cocaine, heroin and meth-amphetamines.

- Civil Operations has refocused their mission national. This force now focuses all their efforts on community coalitions and making communities stronger in the fight against drugs. Through innovative tools such as the Kaizen Coaching Model, Civil Operators are able to assist coalitions with process problems and coach and teach them to be more effective in process implementation.

- Prescription drugs have been a major emerging issue over the past few years. Counterdrug in coordination with DEA and local communities have been working with citizens to turn in expired and unused prescriptions and start getting them off the streets.

- Counterdrug Aviation has flown in excess of 500 flight hours this year to assist law enforcement in numerous missions. Using OH-58 Kiowa observation helicopters they can give law enforcement an eye in the sky to find Marijuana grows or assist with cover and security of large law enforcement operations.

- Civil Operations conducted a joint mission with the State Partnership Program, to bring coalition training to our partners in Panama. During a one week course, two Civil Operators taught a large group of Panamanian preventionist the basic processes of coalition development and making changes in their communities to reduce the risk of drug abuse.

## 140TH REGIMENT

*The 140th Regiment, Regional Training Institute, provides regionalized combat support, combat service support, leadership, military occupational specialty, additional skill identifier, and pre-mobilization training for the Army National Guard, U.S. Army Reserve, and the active component warfighters.*

Headquartered at Fort Leonard Wood, the RTI consists of four battalions at Fort Leonard Wood, and the Regional Training Site-Maintenance. The regiment conducts training at Fort Leonard Wood, Camp Clark in Nevada, Camp Crowder in Neosho and Ike Skelton Training Site in Jefferson City. The RTI's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills to develop, and in turn, lead the Missouri National Guard into the future.

The RTI believes in leadership by example, always leading from the front and better management through education and experience.

- The U.S. Army Training and Doctrine Command accredited the 140th Regional Training Institute as an Institution of Excellence on May 18, 2012. This coveted distinction is the

highest accreditation level possible and is testimonial to the dedication and hard work demonstrated by the Soldiers serving in the regiment.

- The Regional Training Site-Maintenance (RTSM) completed its move from Jefferson City to Fort Leonard Wood, expanding an existing facility with maintenance bays and increasing numbers of classes conducted at its new location. RTSM trained over 500 Soldiers (over 200 were Missouri National Guard) in 56 maintenance related classes this year.

- The Training and Evaluation Battalion trained and certified over 700 Soldiers and Airmen supporting five mobilizations and six individual companies improving the readiness of these Missouri National Guard units for deployment.

- 1st Engineer Battalion conducted seven classes training 122 Soldiers (43 were Missouri National Guardsmen) in MOS qualifying engineer skills.

- 2nd Battalion (General Studies) conducted eight courses training 137 Soldiers (72 were MONG) in MOS qualifying trans-

## MISSOURI REGIONAL TRAINING INSTITUTE

portation and military police skills. Staff Sgt. Jericho Ingold was recognized as The U.S. Army Training and Doctrine Command's National Guard Instructor of the Year for his exemplary performance as a military police instructor. Five Soldiers graduated from Warrant Officer Candidate School and 16 from Officer Candidate School with 14 accepting commissions. The Missouri OCS program celebrated its 50th Anniversary with a ceremony on Sept. 8, 2012.



## CENTER FOR SUSTAINMENT OF TRAUMA AND READINESS SKILLS C-STARS



*The Center for Sustainment of Trauma and Readiness Skills - better known as the C-STARS program - is designed to immerse Air Force doctors, nurses and technicians in civilian level-one trauma centers for the purpose of wartime clinical currency. Human patient simulation is an important adjunct to ensure all key readiness skills are completed.*

- The St. Louis program has trained over 1,500 doctors, nurses and medics completing 100 percent of their wartime readiness skills in support of the AEF and disaster response on the homeland.

- Recognized as the premier Air Force training site for trauma sustainment training with the primary focus on providing a hands-on, patient care experience supplemented by didactic lectures and world-class human patient simulation.

- The only site in the Air Force that includes a pediatric component to the curriculum.

- Training allocations have been prioritized for the Civil Support Team and Chemical, Biological, Radiological, Nuclear Enhanced Response Force (CERF) and Homeland Response Force (HRF) teams for the Air National Guard.

# Specialized Units & Programs

## FUNERAL HONORS PROGRAM

Operational since July 1st, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Navy, Air Force, Marine Corps and Coast Guard, Veterans Service Organizations, and Funeral Directors.

The mission is to provide military funeral honors within the state of Missouri for all Veterans who served honorably in the armed forces of the United States.

The Missouri Military Funeral Honors Program is funded with 50 percent state and 50 percent federal funds.

### Highlights:

- 108,007 funerals coordinated between July 1st, 1999 and June 30th, 2012.
- 9,312 funerals coordinated between July 1st, 2011 and June 30th, 2012.
- An average of 759 Funerals per month or 25 Funerals per day.



## SHOW-ME HEROES



Show-Me Heroes is Gov. Jay Nixon's initiative to provide increased employment opportunities to Missouri's Veterans and members of the National Guard and Reserve forces, and to showcase those employers who have pledged to do so. Established as a partnership between the Missouri National Guard and the Missouri Division of Workforce Development, Show-Me Heroes helps connect Missouri's job-seeking Veterans with supporting employers at [www.ShowMeHeroes.mo.gov](http://www.ShowMeHeroes.mo.gov).

In addition to visiting Show-Me Heroes online, job-seekers and employers are encouraged to take advantage of the Missouri Career Centers located throughout the state. Dedicated Veterans outreach staff consist of Local Veterans Employment Representatives, who provide assistance in job placement and advocate for Veterans by developing employment opportuni-

ties with businesses, and Disabled Veterans Outreach Program specialists, who provide case management and develop career and job training opportunities for Veterans, with special emphasis on those with service-connected disabilities. Veterans are given priority of service in the Missouri Career Centers.

Those who can't visit a Missouri Career Center in person have the option to register with the state's online career assistance resource at [www.Jobs.Mo.Gov](http://www.Jobs.Mo.Gov). Maintained by the Missouri Division of Workforce Development, the site allows users to post their resume, search job openings, seek career counseling, and request training in high-demand industries.

While Show-Me Heroes is not intended to replace a finely-tuned resume and well-rehearsed interviewing skills, job seekers are encouraged to use the program in conjunction with traditional job search methods. Additional information is available at [www.ShowMeHeroes.mo.gov](http://www.ShowMeHeroes.mo.gov).

## Family & Warrior Support Programs

### FAMILY PROGRAM OFFICE

The Family Program Office continues to expand its ability to develop resources and strategic partnerships with numerous organizations dedicated to supporting military Families throughout the state.

The Family Program manages the Missouri Military Relief Fund which offers support to military Families sustaining hardships based on deployment cycles.

Family Assistance Centers provide resources and support at the community level for military Families with struggles. In fiscal year 2012, Family Assistance Center Specialists made a combined total of 7,473 outreach calls to Families with deployed service members, offering assistance. Specialists also researched, contacted, and logged a total of 14,347 federal, state, and community-based resources to assist with issues as they arose. Lastly, the specialists opened 795 active cases, to which the result

was timely and appropriate support provided to military Families in need.

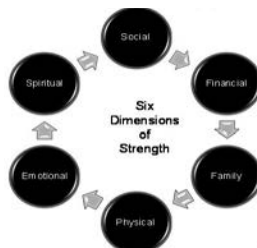
The Family Program is proud to conduct oversight for Family Readiness Support Assistants, which are assigned to each major command. Family Readiness Support Assistants provide support to their respective commander's Family program by tracking Family issues, identifying trends, conducting training on demand, providing guidance and training to Family Readiness Groups, and assisting commanders with all Family related issues throughout the deployment cycle.

The Child and Youth Program continues to promote and sustain the quality of life and resilience of Missouri National Guard children and youth by providing secure, timely, flexible, high-quality support services and enrichment programs. Family Program continues to expand its ability to help all military Families.

### WARRIOR & FAMILY RESILIENCE

The Resilience Program focuses on strengthening the six dimensions of strength which support service members and their Families during adversity.

- **Spiritual Resilience** – Teaches service members the importance of staying true to their core values, and balancing stressors with things that feed their spirit.
- **Emotional Resilience** – Service members learn about stress reduction techniques and are encouraged to seek help when emotions seem unbearable.
- **Family Resilience** – Focuses on the importance of the



relationship between a service member and their Family and teaches key factors healthy Families should possess.

- **Physical Resilience** – Informs service members of the importance of taking care of their body through nutrition, exercising regularly and adequate sleep has on reacting-to and overcoming adversity.

- **Financial Resilience** – Service members are introduced to the basic functions of finance. Topics include, income and budget and credit and debt management.

- **Social Resilience** – Instills people connection and the importance of the sense of belonging.

### STRONG BONDS



Strong Bonds is a unit-supported, chaplain-led program of relationship resilience and skills building. It assists commanders in building individual resilience and readiness by strengthening their marriages or future marriages for singles. The core mission of the Strong Bonds program is to increase individual Soldier and Family member readiness through relationship education and skills training.

The primary format for Strong Bonds for Missouri is the offsite weekend retreat format in order to maximize the training effect. The retreat or "get away" provides a fun, safe, and focused environment in which to address the impact of military life and other stressors in relationships.

The Missouri Strong Bonds program conducted six couples retreats in the

Lake of the Ozarks area from January to October 2012. The program equipped and celebrated 220 couples in their growing relationship.

Feedback from couples that experienced the retreats were overwhelmingly positive and appreciative and they highly recommend this retreat experience for their friends and fellow service members.

At the National Guard Bureau level, Strong Bonds has undergone some significant changes in that it is now in the familiar retreat weekend format called Charlie events and new Alpha, three separate four-hour events and Bravo, an eight-hour event and a four-hour event. The expanded format beyond the Friday through Sunday retreat weekend is an effort to both distribute this vital experience to the unit level and to multiply the number of events and service members that can attend.



# Family & Warrior Support Programs

## SURVIVOR OUTREACH SERVICES

Survivor Outreach Services is an organization dedicated to helping families of fallen heroes.

The mission is to build a unified program which embraces and reassures survivors that they are continually linked to the Army family for as long as they desire.

It provides assistance to survivors of all military members regardless of branch, duty status or component for as long as the assistance is needed.

The organization makes contact with the survivors in its geographical

area at least yearly to verify contact information and check on their needs.

Survivor Outreach Services work closely with the State Casualty Assistance team to help maintain continuity and, when possible, offers assistance to military retiree survivors, if needed.

The organization works closely with its assigned Active Duty Casualty Assistance Centers.



## TRANSITION ASSISTANCE OFFICE

The purpose of the Transition Assistance Advisor program is to provide a professional in each state/territory to serve as the statewide point of contact to assist service members in accessing Veterans Affairs' health care services and benefits. Each advisor also provides assistance in obtaining entitlements through the Military Health System and access to community resources.

The program started in May 2005 when the National Guard Bureau



signed a Memorandum of Agreement with the Department of Veterans Affairs. The program is staffed by 60 contract positions and four federal technicians.

Basically, the program is the one stop shop to get service members to the right person to assist with their issues. Since May 2012, Missouri's program has seen roughly 1,400 M-Day troops from all service branches.

## VETERANS RECOGNITION PROGRAM

Awards consist of a medal, medallion, and certificate along with letters from the adjutant general and the governor of Missouri.

- The Missouri Veterans Recognition Program traces its roots to an April 23, 1919 Act of the Missouri General Assembly. This act authorized the Missouri Adjutant General to procure and present, as a token of appreciation of the state, a medal to each member of the National Guard of Missouri who served with a Missouri unit and veterans who served with the regular armed forces in the Spanish American War, Mexican Border Service, or World War I.

- More recently in 2000, the World War II award was created. Also about this time the State of Missouri made available to WWII Veterans who participated in the "D-Day" invasion of Europe between the dates of June 6 - Sept. 30, 1944, a replica of the 50th Anniversary Jubilee of

Liberty Medal. This medal was originally produced by the French Government and was awarded during their Jubilee Celebration in 1994.

- In 2003, the Korean War award was added.
- In 2006, the Vietnam War award was established.
- Participated in more than 12 Veterans Recognition Ceremonies honoring over 400 Veterans during fiscal year 2012.

The Award	Program Totals	FY12
World War II	46,568	436
Jubilee of Liberty	5,224	41
Korean War	17,916	466
Vietnam War	29,232	871

## EMPLOYER SUPPORT OF THE GUARD AND RESERVE

*Employer Support of the Guard and Reserve promotes a culture in which employers support and value their employees' military service.*

- Over 10,317 Missouri employers have signed a Statement of Support demonstrating their pledge to support Reserve Component service members. This fiscal year, more than 1,838 employers were added.

- Four Bosslifts were conducted this year giving valued Missouri employers a firsthand experience of what service members do while performing military service. These opportunities are a unique but a critical function of the Employer Outreach Program where we can discuss the importance of ESGR. Missouri visits included a flight to Fort Chaffee, a tour of the Lake City Ammunition Plant, a trip to Whiteman Air Force Base, and a rare flight to NORTHCOM in Colorado.

- The Missouri Committee for ESGR briefed over 6,800 service members and over 1,735 Family members during Yellow Ribbons, unit briefings, and other military functions. ESGR educated over 3,700 employers

at events such as "Breakfasts with the Boss," bosslifts, the Society of Human Resource Managers Conference, Veterans parades, military and Veterans resource days, Sound of Speed Air Show, Veterans Commemorative Event, and more.

- This year, the highly-active volunteer staff requested 137 Patriot Awards to be presented to a variety of Missouri employers who earned this distinctive honor by demonstrating their continued support and dedication to Guardsmen and Reservists.

- ESGR's additional mission is working with the "Hero 2 Hired" program, and Chambers of Commerce, to help service members become more marketable and prepared for job placement, or advancing themselves in the workforce.

- During 2012, the Missouri ESGR program assisted with numerous Career Fairs and Job Fairs throughout the state. The Employer Incentive Program is another resource for both military members and companies to communicate better, matching potential job-seekers with employers needing quality employees.



## YELLOW RIBBON



*The Department of Defense Yellow Ribbon Program's mission is to provide service members and their supporters with resources, outreach opportunities, reintegration tools, communication skills, and benefit information throughout each phase of their deployment cycle.*

- The intent of the Department of Defense Yellow Ribbon Reintegration Program is to provide deployment cycle support to every service member and their supporters; regardless of their service affiliation.

- The reintegration program provides service members and their supporters direct access to numerous

Department of Defense, Veteran, and state program/resource points of contacts to ease the process of finding and receiving entitlements. The program is designed to be a one-stop-shop for benefit and resource information during their deployment cycle.

- The vision of the Department of Defense Yellow Ribbon Reintegration Program is to successfully prepare service members and their supporters for deployment, sustain supporters during their service member's deployment, and effectively reintegrate service members with their supporters, communities, and employers upon return.

- Missouri National Guard hosted 17 Department of Defense Yellow Ribbon Reintegration Events in fiscal year 2012, reaching around 3,400 service members and supporters.



Missouri National Guard






## Annual Report

Missouri National Guard  
2302 Militia Drive  
Jefferson City, MO 65101

# REENLISTMENT BONUS

Earn Up to \$10,000 For Staying In The Missouri National Guard



-  **Must reenlist for 6 years.**
-  **Must not have served more than 10 years at time of current expiration of term of service.**
-  **Must be duty military occupational skill qualified, unless due to unit transition.**  
(deployment, reorganization, inactivation or relocation).
-  **Pay grade E7 or below on date of request and contract start date.**
-  **Must reenlist within a modified table of organization and equipment or medical Table of Distribution and Allowance unit.**

Reenlistment bonus amount is based on the time frame a Soldier reenlists from current expiration of term of service (ETS) date. 365 -271 days from ETS is \$10,000, 270-181 days from ETS is \$7,500 and 180-91 days from ETS is \$5,000.